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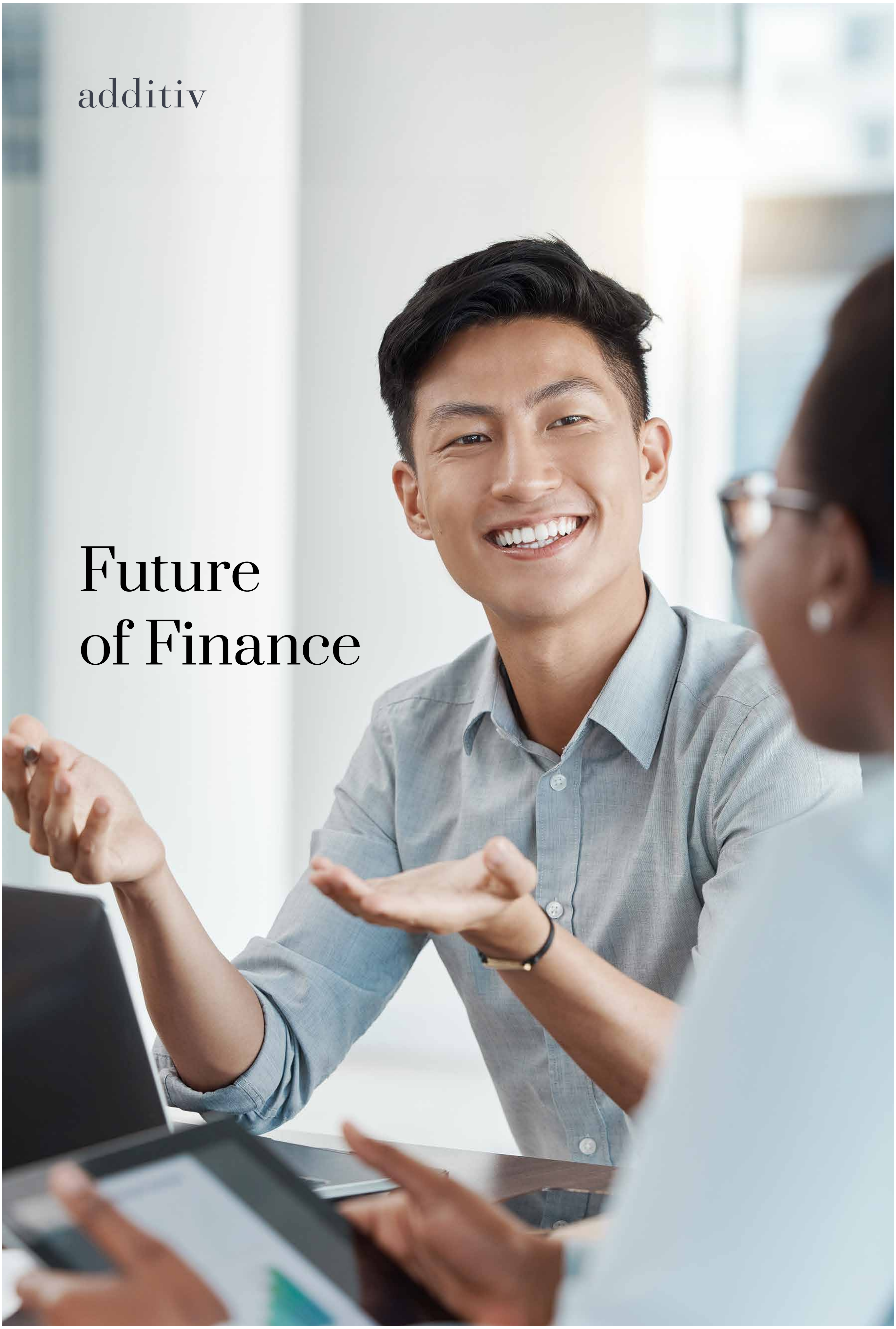
Future of Finance



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The Future of Wealth Management

Philipp Merkt,
PostFinance

"The pendulum has swung away from an imagined future of high automation to a hybrid of human and digital in concert."

Tim Delahunty,
Commonwealth Bank

"I believe we need to create a seamless customer journey offering both the human touch and digital convenience."

A consensus emerges

"The future of finance is just like the past – delivering what the market and clients need", highlights Ali Alqaraawi of Aljazira Capital. And future innovation is not a synonym for technology. Rightly adopted and combined into new client experiences it enables change. But ultimately its combination with social, demographic and sustainable economic needs will drive success.

Thus, the pieces focus on the demographic, macroeconomic and technological changes that will have a long-term impact on the business models behind wealth management as highlighted by Christine Schmid.

Demographic

Our world faces two big demographic changes affecting the wealth management industry.

The first is ageing populations. As populations in developed countries age, both the support ratio has decreased (number of people working to support pensions for previous generation) and life expectancy has increased. This leads to a situation where pension schemes are chronically underfunded. The future of wealth management (and well-functioning societies) depends on solving this challenge. Technology, such as AI, will help, so will business model change, especially embedded wealth management or what Celent's Jean Sullivan calls Wealth-as-a-Service (WaaS) and whose opportunity is highlighted by Robert Ruttman in our report.

On the other end of spectrum, we have the rise of savers and mass affluence in developing countries with younger and digital native populations as well as the transfer of wealth within developed countries from one generation to the next. This creates demand for modern, scalable, automated and new advice assisted offerings for wealth management, or as Tim Delahunty of Commonwealth Bank put it "we need to have a seamless customer journey offering to forge deeper relationship by serving customers better".

Yet it also has wider implications in terms of transparency, loyalty, and sustainable investing. As Sabine Döbeli state “sustainable investing will deliver on its promises of better investment performance with better outcomes for the world”.

Macroeconomic

Inflation and higher interest rates are returning after a period of secular decline. This affects asset prices, yields and allocations across the board, from real estate to growth stocks to alternative investments such as collectible, and the wealth management industry needs to adapt. At the fully automated, low end of the wealth management sector, the growth of robo-advisors and passive investment products appeared at a time when savings accounts had low or even negative yields (such as in Switzerland) and as interest rate rises are passed on to retail bank deposits these products will have to evolve to differentiate, as commented by Carsten Kroeber “the answer lies in continuous innovation”. Macroeconomic trends will affect allocations to specific asset classes, but secular trends will see short term reversals which will affect opportunities and timing to bring new wealth management products to market.

Technological

The explosive growth and rapid evolution of Artificial Intelligence delivers a technology solution that lends itself to the partial automation of high touch processes. AI driven solutions are good at the kinds of things that are perceived to be very human, vs the highly deterministic, robotic, processes driven by systems encoded in traditional software logic. This could theoretically accelerate the decline of the relationship manager in wealth management, but most commentators clearly believe it will enhance the human. Interestingly, Marco Borer calls out the need for wealth managers to prepare for more knowledgeable clients as their adoption of generative AI is likely to accelerate.

Marco Borer

"Digitalization over the years makes it easier for clients to find information, and AI will likely help them comprehend it all.”

Amelie Janssens de Bisthoven, NS Partners

> “The hardest challenge for financial institutions in this new paradigm shift will be cultural, not economic or technological.”

There are other technology innovations discussed by our contributors, such as the impact that crypto and fractionalized ownership could have on wealth management commented by Julian Sawyer, and many, including Patrick Firth also comment on the reinforcing role of open technologies with open banking leading to a more ecosystem-based version of wealth management. This ultimately results in a single platform approach as Deanno Basas explains for the Philippines, connecting own and third-party distribution channels. Moreover, as Amelie Janssens, opines, challenges may well lie more in the cultural difficulties in affecting change compared to technology.

The one thing that is indisputable is that the pace of change in wealth management is accelerating. As Ian Stewart asked, is your organization ready?

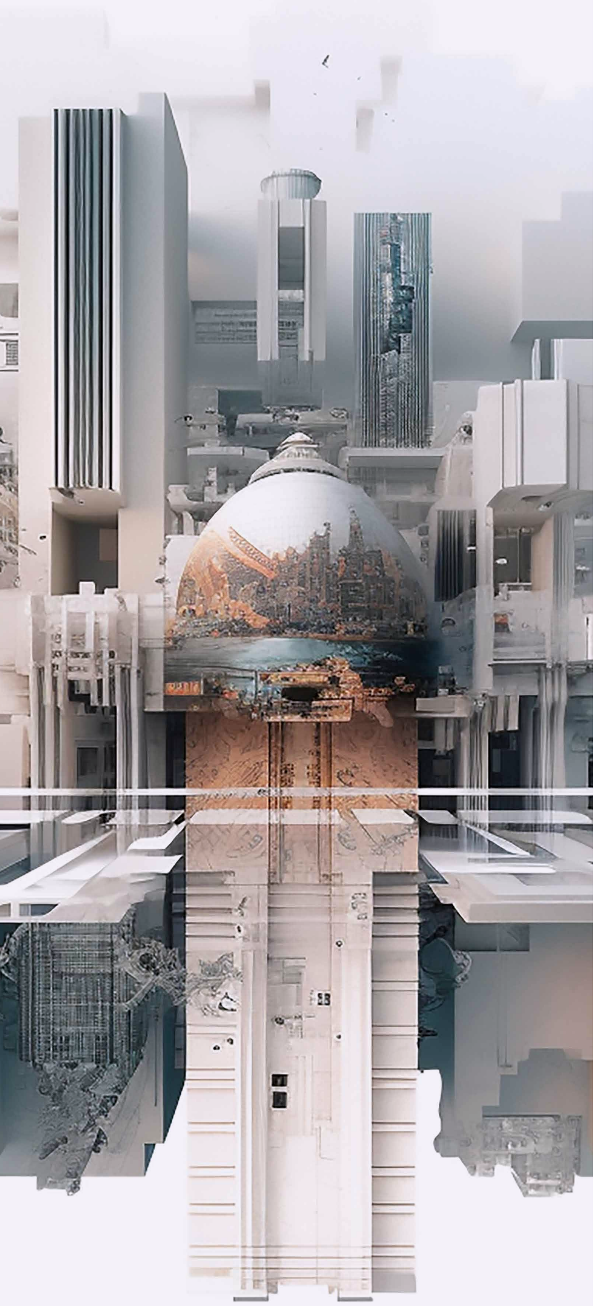
Michael Stemmle

Founder, additiv

Nils Frowein

CEO, additiv

Thank you to our contributors



The promise of this current version of AI is a kind of *augmented humanity* where we will be able to deliver more services to more clients with fewer staff.

Seizing the wave of accelerated transformation

Ian Stewart
Executive in Residence at IMD

We live in a time of great change, both the number of things changing and the pace of that change.

At the moment all the buzz is about the use of big data and applied machine learning, generally inaccurately referred to as Artificial Intelligence (AI). And it is true that the promise of this current version of AI is a kind of augmented humanity where we will be able to deliver more services to more clients with fewer staff.

But that isn't all that is going on.

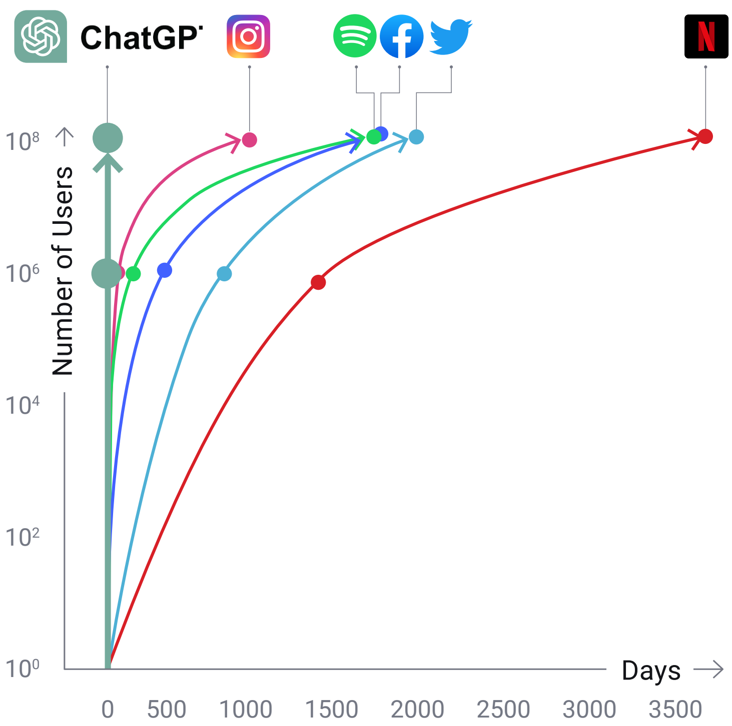
- There is the potential of **blockchain** and what it might do for the nature of money and financial transactions.
- There is the increasing **power of portable technology** that puts the computing power of the world in your pocket or on your finger.
- There is **3D printing** which has greatly reduced the cost of prototyping and therefore speeded up the development of hardware in a multitude of sectors.
- There is the **interconnectedness of smart machines (IoT)** reducing the need for human oversight and maintenance in complex systems.
- And which in turn is combining with AI to create **autonomous mobile systems** which already run people-free factories and warehouses around the world greatly improving supply chain logistics and lowering both costs and the need for workers.
- And let us not forget the advances in medical science and **medical technology** that promise to extend and improve lives across the globe.

Then there are the challenges of:

- A war in Europe.
- Energy supply and transition (associated with concerns about global warming and sustainability).
- The apparent threat of more pandemics.
- A new cold war between new (China) and existing (US++) powers.
- A struggle within the West to have reasoned fact-based debate about a multitude of societal and political issues, which will lead to more political unrest and might lead to more physical conflict.
- Ongoing political strife in much of the global south.

User uptake of new technologies

of days to 1 million and 100 million users by technology



Source: https://explodingtopics.com/blog/chatgpt-users

And I am sure there are a bunch on both the opportunities and challenges sides I have missed.

Let me underline how I started: we are living in a time of GREAT change which is likely to lead to great changes in the way we live. This has happened before. One similar period was the Industrial revolution of the mid-18th century, when people moved out of villages and off farms and into factories and the big cities.

Another was the beginning of the twentieth century with the arrival of electricity, the telephone and the automobile which dramatically changed the way we lived and conducted business and conducted wars.

The difference now is that while the magnitude of change may be similar, the speed of change is accelerated. Society adapted slowly to changes such as the printing press or urbanization, whereas social media gained near universal adoption in less than a decade.

So, what's next?

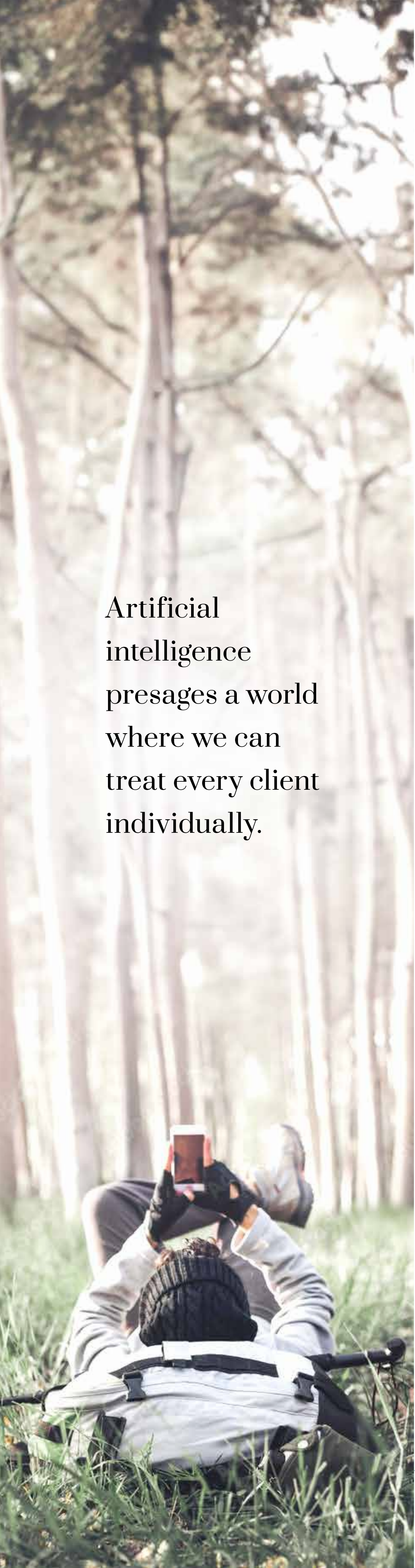
I am not about to make prognostications about the future, there are too many variables. But history provides perspective on the magnitude of change we can expect. In this context, we can see threats from AI augmented Private Wealth Management competitors and purely technology-based challenger banks are the least of your problems. This is a level of change that has not been seen in a century. And the duration of companies on the Fortune 500 has already been falling for 100 years. We are going to witness wholesale changes in industry and society.

Converyor belt in the first humanless factory in Shanghai, China

For me it is a period of great optimism and excitement. For incumbent financial services companies, it is a time when you need to make sure you have processes in place ready to monitor and proactively deal with that change. This means wholesale change – across technology, organization structure, but above all, culture. It won't be enough to react.

And you can no longer rely on reputation and trust to protect you. We have seen how quickly Silicon Valley Bank and Credit Suisse lost trust. We have also seen how easily Apple has been able to transfer trust gained in hardware and software across to services including banking.

This next ten to twenty years is going to be genuinely transformational.



Artificial intelligence presages a world where we can treat every client individually.

Not losing the forest for the trees:

the technology imperative to re-establish a sense of purpose

Amelie Janssens de Bisthoven

Business Intelligence and
Project Management, NS PARTNERS

Let's imagine you approached your bank 50 years ago because you needed a loan to buy a house. You would have met the local branch manager, who probably would have worked in that branch his whole working life, would have known the property and would have known you. A decision would have been taken in a single in-face meeting. No complicated forms. No risk model. No weeks of waiting.

Fast-forward to now and we would all agree banking has become much more impersonal and systemized, but we're led to believe that this was the price to pay to extend banking provision to everyone.

Embracing the Potential

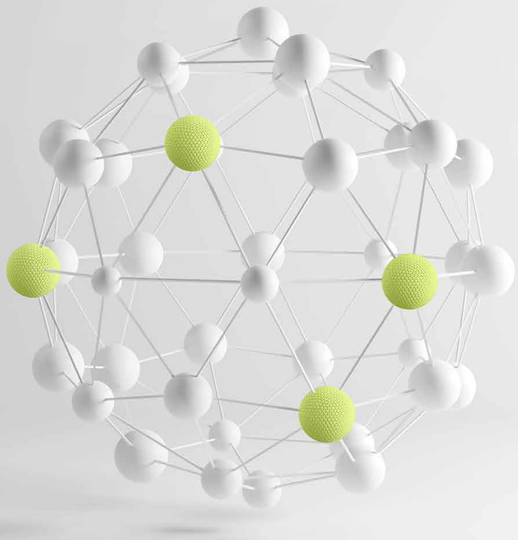
Well, whether we could have done things differently in the past, it is certainly the case that technology now allows us to do banking differently. Moreover, I would argue that we must embrace this opportunity if we are to meet the needs of the various stakeholders in relationship banking and re-establish our sense of purpose.

Take clients, to begin with. So often we have put customers into broad categories, based on demographics (millennials, entrepreneurs, women, etc.) and risk appetite, when each client is different and requires a bespoke service. Similarly, we have pushed "self-service" as a virtue when every client needs the right guidance to make the best financial and commercial decisions.

And while we have opened up ESG investing options, we must make sure we give clients a sense of where their money is going and the impact it is having.

As an industry, we also have a growing recruitment challenge. It is increasingly evident that there has been a generational shift. Younger team members want a different employer-employee contract, they want more meaning in their work and a different work/life balance. This makes it harder to recruit, harder to retain, and harder to engage with them than previous generations.

> We need to foster ecosystems of partners whose services we can use to augment our own and work together to form the right utilities and standards.



But there are good reasons to be optimistic. The path, paved with technology, to more meaningful outcomes for all is increasingly clear to see. The step-change we have been witnessing in artificial intelligence presages a world where we can treat every client individually and provide the right advice at scale, and where employees can be increasingly liberated from mundane tasks, such as manual record-keeping, to focus on value-adding, client-facing, activities.

Paradigm shift will be cultural

The hardest challenge for financial institutions in this new paradigm shift will be cultural, not economic or technological. We need to break down organisational silos, to free up the non-sensitive data for generative AI, but also to deliver on a common goal to provide the best solutions to our clients, which requires a holistic, not solely relationship manager-led, approach. Furthermore, we have accepted that the comprehensive solutions are unlikely to be provided by our organizations alone. We need therefore to foster ecosystems of partners whose services we can use to augment our own and work together to form the right utilities and standards. Open banking was the first stop, but open finance is the destination.

As an industry, we need to see the forest for the trees. Technology is becoming increasingly powerful, but we need to use it, not for its own sake or to do things more efficiently, but to reimagine how we connect with our clients and colleagues. To re-establish our common sense of purpose.

We need to understand where the customer's digital journey ideally starts and stops, where our customers value human interaction and how we can incorporate both.

Achieving loyalty in a fast-moving market

Tim Delahunty
Director of Tech, Ops and Finance at Commonwealth Bank Indonesia

If you'd asked me five years ago about the future of wealth management, I'd have said it was fully digital, with the key value drivers being all about democratising access. But now, I'm not so sure. It's true that in some markets, financial services have become largely transactional - in a few clicks, you can buy insurance, open a term deposit, or switch bank accounts. As a by-product of this, I feel loyalty is the trade-off and customers go to the provider with the lowest prices, best promotions, or easiest processes. Although there is no doubt this works for some products in some markets, I feel following a digital-only path may be a race to the bottom for wealth management in Indonesia.

Challenging customer loyalty

In Indonesia, the issue of customer loyalty is as challenging as anywhere. The economy is growing rapidly and so is the emerging middle class and competition generally. The middle class is statistically young, digitally savvy, and aspirational. Further, the middle class has a level of disposable income that prompts them to think about financial planning and investments. At the same time, the penetration of investment services is still low. There are huge opportunities, however moving this opportunity from a PowerPoint deck into reality isn't that easy for start-ups and product innovators.

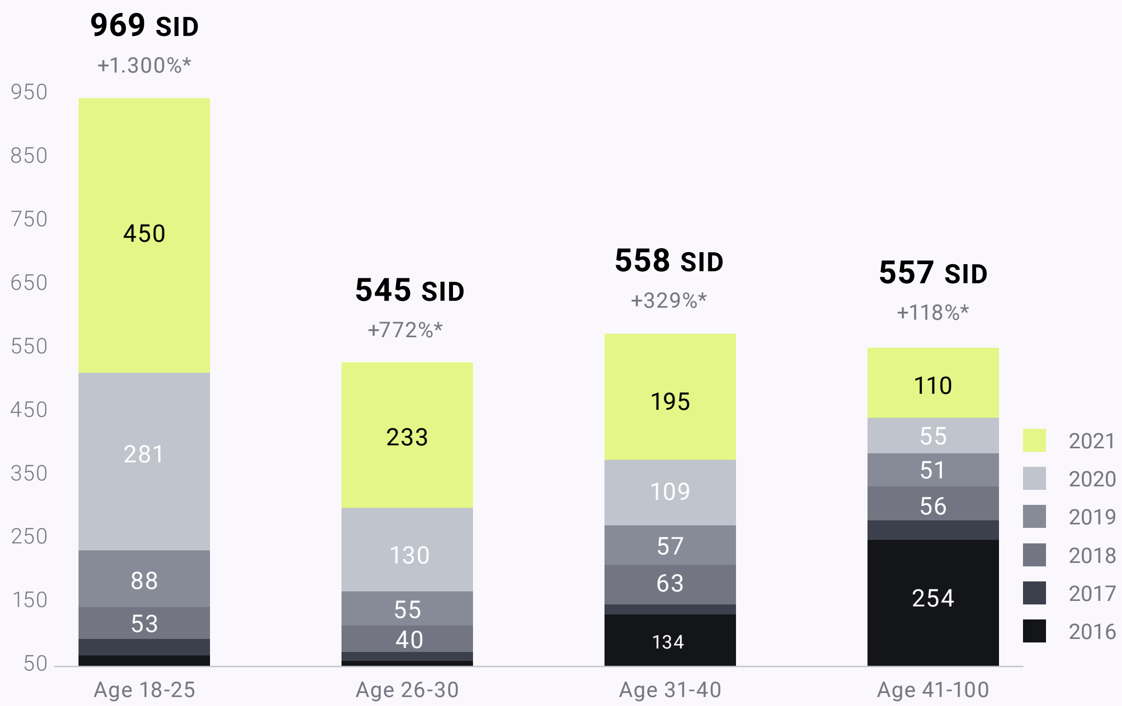
I see that when the potential profit pool is big, you get an oversupply of solutions. In markets like Indonesia, customers are not short of choice and have little incentive to be loyal. You can see this when booking a ride-share or taxi – customers will often have two apps running so the cheapest fare can be selected.

And it's the same with banking and wealth platforms. Indonesians in their twenties and thirties might have four or five bank accounts, each with different incentives in different stores or based on different types of transactions. They compare cashbacks, vouchers, free transactions, and interest rates and have no problem switching or opening new accounts to get a better deal.

Investor Growth in Indonesia

Individual investors are rapidly accelerating due to the young tech savvy population

SID= Simple investor identification in thousands



Source: Indonesia Central Securities Depository

*) % Growth since 2016

For a financial services provider, this makes the economics difficult even if you have a vertically integrated business model. Yes, we can offer promotions and discounts, but historically these were a single acquisition cost to kick-start a long-term relationship. If we now have to pay for every customer interaction, it becomes a very expensive business. We might force some loyalty through habit, but that's different to the trust-based loyalty you get from an actual relationship, and in my view it isn't sustainable.

So, how do we forge deeper relationships?

Firstly, I believe it's a longer game where convenience (i.e. digitisation and ease of access) is the enabler, but relationship and knowledge is the point of differentiation. If I want a nice bottle of wine, I don't go to Indomaret (or 7-Eleven), because convenience is not my top value driver in that interaction. Instead, I go to a bottle shop I trust, and can help me find the best bottle for my price-point and tastes.

We need to create a seamless customer journey offering both the human touch and digital convenience.

Next time I want the same bottle, I can buy it quicker because I know what I want and where to get it. In this example, buying the bottle quickly or conveniently is not my first goal, buying something I enjoy for the right price is the desired outcome. Convenience becomes my value driver some point later.

Building a new effortless path

I used to believe the primary goal of technology should be to remove human interaction in order to maximise the value of the expensive digital tool you've built. However, when it comes to more complex financial interactions, my view has definitely changed. I believe we need to understand where the customer's digital journey ideally starts and stops, where our customers value (or need) human interaction and how we can incorporate both. For our customers, investing in wealth management can be complex, especially for those that haven't done so before. The leap from exploring wealth products to executing a trade can be big, both financially and emotionally. Making wealth management truly 'accessible' means addressing both, yet technology alone may not be best to do it all!

In summary, I believe we need to create a seamless customer journey offering both the human touch and digital convenience. Understanding that human interaction is valued at some parts of the journey, at some times, for some customers, and in other times digital solves for ease and accessibility. If we can crack this, we make better use of our digital platforms for the purpose for which they provide the most value. As a result, we give ourselves a chance to serve customers better - deepening our customer relationships for the long journey ahead.

In the future, all investing will include some measure of sustainability

Sabine Döbeli
CEO of Swiss Sustainble Finance

The world of sustainable investing is at once nuanced, ill-defined and open to abuse, but it is not flawed, and its importance will continue to grow.

Everyone can point to apparent anomalies in ESG rankings. Elon Musk is frustrated that Tesla, an electric car company helping to lower CO2 emissions, has a worse ESG rating than Exxon, an oil company, and cites this as evidence that the whole edifice of sustainable investing is flawed.

The problem of seemingly arbitrary ratings is not helped by a lack of definitions. There is no standard definition and, even where regulators, such as the EU with the recent Sustainable Finance Disclosure Regulation (SFDR), have introduced legislation to help, they still fail to define when an investment deserves to be called sustainable. Regulators need to be careful to clarify, not cloud.

Elon Musk
@elonmusk

Exxon is rated top ten best in world for environment, social & governance (ESG) by S&P 500, while Tesla didn't make the list!

ESG is a scam. It has been weaponized by phony social justice warriors.

6:09 PM May 18, 2022

5,020 40.4K 294.6K

Defining goals to judge achievements

The starting point for assessing sustainable investing, the technical term for which is ESG investing, should be to define goals. Roughly speaking, sustainable investing addresses one or all of three possible goals to:

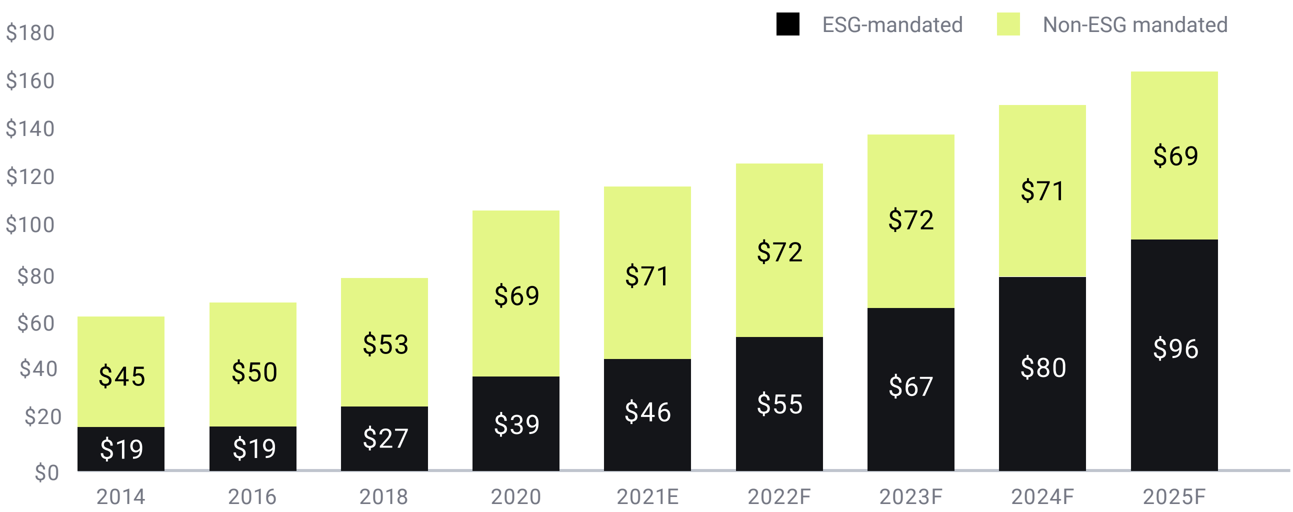
1. align investing with an investor's values;
2. improve risk/return; and/or,
3. create a positive impact on the world.

The clearer investors are about their goals, the better they will be able to judge achievement and to report accurately. For instance, if an investor attaches primacy to owning stocks which have a positive impact on the environment vs. improving their risk/reward, then Exxon may indeed be a worse stock pick for them than Tesla. It is a misunderstanding about sustainable investing goals that gives rise to many allegations of greenwashing, much as careless communication does the same.

We still have a long way to go with transparency. So much of the data on which sustainable investing is based is company-reported, based on checklists, but that is changing. We are seeing more standardisation emerging and new data providers enter the space, capitalizing on technology changes such as AI, to be able to track a greater number of objective data sources.

ESG-mandated assets are projected to make up half of all professionally managed assets globally by 2024

Global assets under professional management ($ trillion)



Source: Proportion of ESG-mandated data through 2020 from Globl Sustainable Investment Alliance; DCFS analysis through 2025, Deloitte Insights, 2020

Sustainable investments influence continues to grow

Regardless of current limitations, sustainable investing has a profound and growing influence over asset allocation. In Switzerland, we estimate that today half of all investments include at least some measure of sustainability – and, according to Deloitte, this should be the case across the world by 2024. Its influence increases thanks to many factors, such as a growing interest from asset owners to improve investment decisions and the effect of younger, more socially and environmentally conscious, investors controlling a greater proportion of the world's assets.

> In Switzerland, we estimate that today half of all investments include at least some measure of sustainability – and, according to Deloitte, this should be the case across the world by 2024.

Sustainable investing improves risk/return

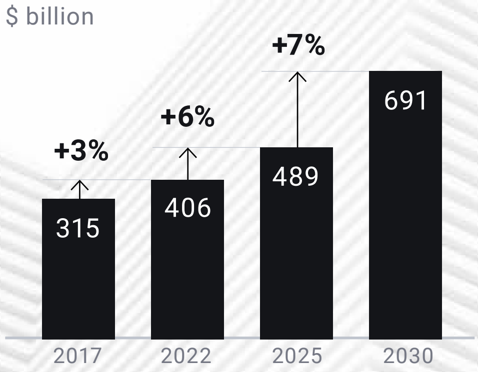
A sustainable approach to investing is also, in our view, integral to improving risk/return over time. Like all investing, there will not be blanket approaches to sustainable investing. Depending on an investor's goals, they will include or exclude criteria, which will change performance. But, everything else being equal, sustainable approaches should lead to better risk/return than traditional approaches by taking into account, and placing a higher weighting, on more aspects, such as the risk of stranded assets.

Misunderstood and often maligned, sustainable investing will deliver on its promises of better investment performance with better outcomes for the world. Regulation and other factors may slow or accelerate its progress, but it is here to stay and growing in importance.

A large, young population and expanding economy has created the need for new wealth solutions in the Philippines.

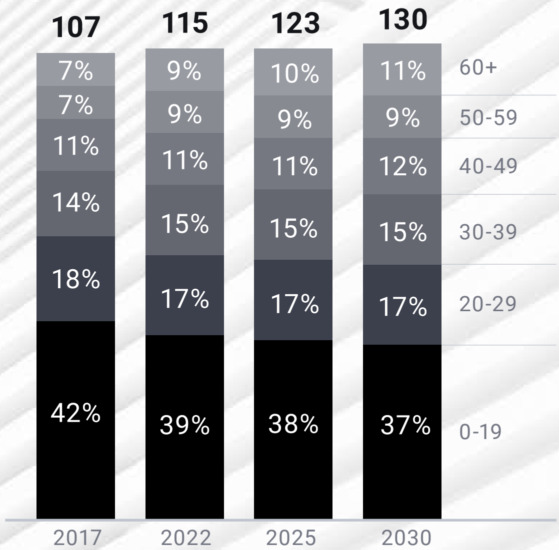
Philippines:
Gross domestic product (GDP)

$ billion



Philippines: Population by age

million (volume of age)



Percentages may not add up due to rounding.

Source: Oxford Economics; World Bank

Wealth as a continuum: building a platform for growth

Deanno Basas
CEO ATRAM

We may be living in uncertain times, but what is certain is that the wealth industry is going through dramatic changes. In the Philippines we are very aware of a need to continually adapt and have the freedom to grow. Our economy expanded by >6% in 2022 and this swift development is expected to continue. Like many who are set to become an upper middle-income country, we are seeing increasing urbanization, a growing middle class, and a large, young population. Servicing this population properly with the wealth solutions they need is essential. Supporting wealth inclusion is crucial. Simultaneously, we must continue to ensure the best for our established High Net Worth Individual (HNWI) client base. It's a difficult conundrum at a time when margins are being squeezed. Nonetheless, it is possible.

Bringing it all together for efficiency and scale

To service client's evolving needs efficiently, we must move away from the traditional model of building auxiliary services.

Servicing differing segments alongside primary offerings on separate systems isn't efficient. This can be overcome by adopting a single platform approach. Creating a continuum, supports not only a clients move towards the wealth segment but also achieves optimum scale efficiencies for wealth providers who want to service retail, premium (mass affluent) and HNWI client groups.

> There's no need to reinvent everything from scratch. You take whatever you have there and apply it within the requirements of the market now.

A digital platform should enable wealth providers to launch smart, engaging, and highly personalized wealth and investment services. Furthermore, with a single platform approach, for those managing multiple segments, new functionality and changes can be easily replicated. It doesn't make sense to build individual solutions/platforms/products. Instead, you can offer a whole suite of products on one platform, with different capabilities, which can be turned on as the case may be. Making them available quickly and easily at once to all segments or sub-brands where required.

Adapting to differing client needs

Of course, different segments have specific needs. For example, giving retail clients a recommended portfolio based on their goals and risk profile. This can then be copied and offered to those within the premium segment, but with more sophistication; providing more insight and guidance whether it's a discretionary portfolio, directional portfolio, or an advisory portfolio.

Self - service and advise led on the same platform

The same may also apply to determining bespoke scenarios. For example, for optimum investment decisions and to manage investment risk, a HNWI may prefer to be managed by an advisor. With a single solution, differing advice channels can be offered (self-service, advisor led or a hybrid of the two) and managed seamlessly as one service or relationship management team. Of course, this doesn't mean that clients don't still have direct access where appropriate.

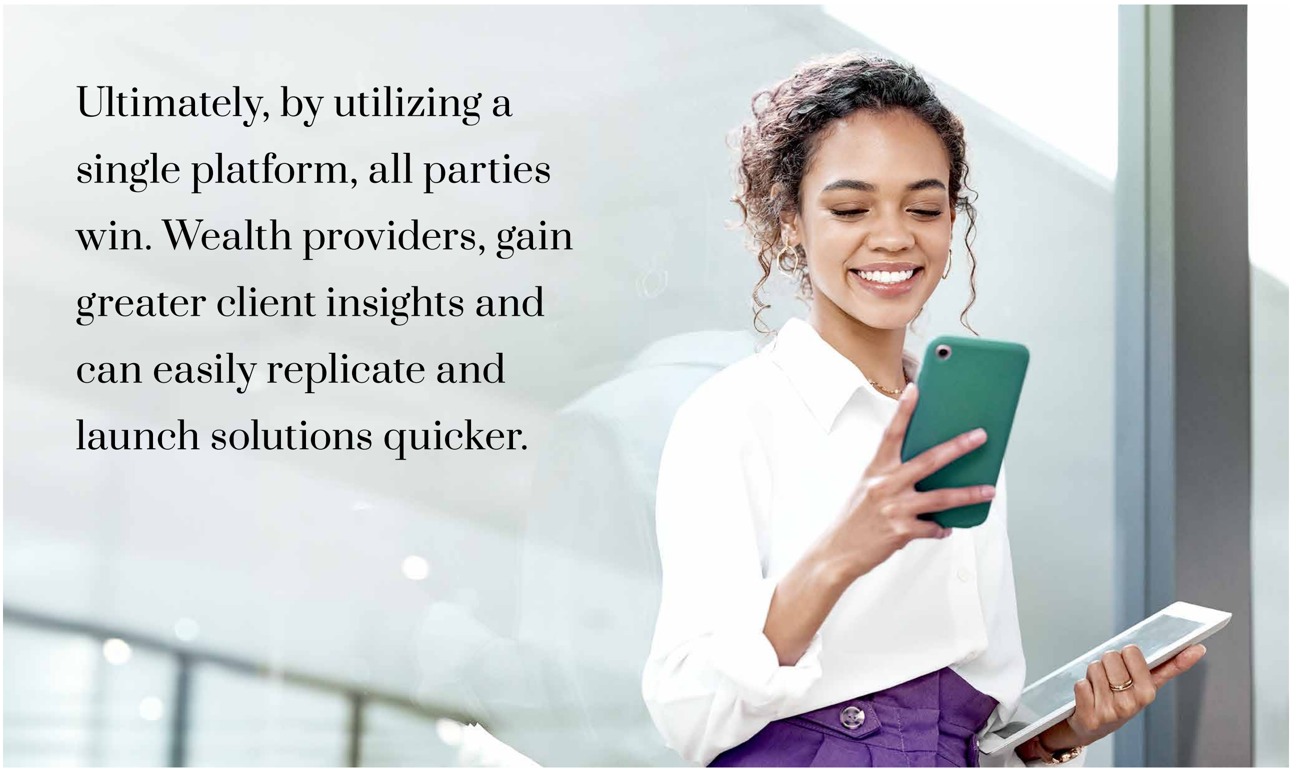
At ATRAM, our HNWI clients often like to meet our advisors face to face when establishing a relationship, it helps to build trust. They can still come into the office; having one platform across multiple segments compliments our offering but still allows us to follow the practices that our clients expect and need. It gives us more options and removes functionality and product offering limitations.

A single platform also provides a full picture across multiple segments. When leveraged with client insights, this can support client behavioural analytics to facilitate cross-sales and up-sales opportunities as well as cross-segment movement and client retention.

Extending the 'single platform approach' to distribution channels

As well as replicating functionality, products and solutions across different customer segments or businesses, these offerings can also be made available by external brands through an embedded finance model. Open finance (which is in its early stages in the Philippines) enables this by utilizing APIs. In the Philippines, for example, one model that we believe will emerge is registered financial planners who want to offer a broader set of wealth services. These players already have an established business model in the UK, and a single platform [like ours] can offer them this breadth without having to build the platform or access the products individually from multiple sources.

Ultimately, by utilizing a single platform, all parties win. Wealth providers, gain greater client insights and can easily replicate and launch solutions quicker. This is all while achieving economies of scale enabling them to offer a richer, cost-efficient client service and range of products. In essence, a single platform enables a holistic approach to wealth available to all, and isn't that what offering value and serving clients efficiently is all about?



Our primary challenge in Saudi Arabia – we need to get people to save.

The future of finance is just like the past – delivering what the market needs

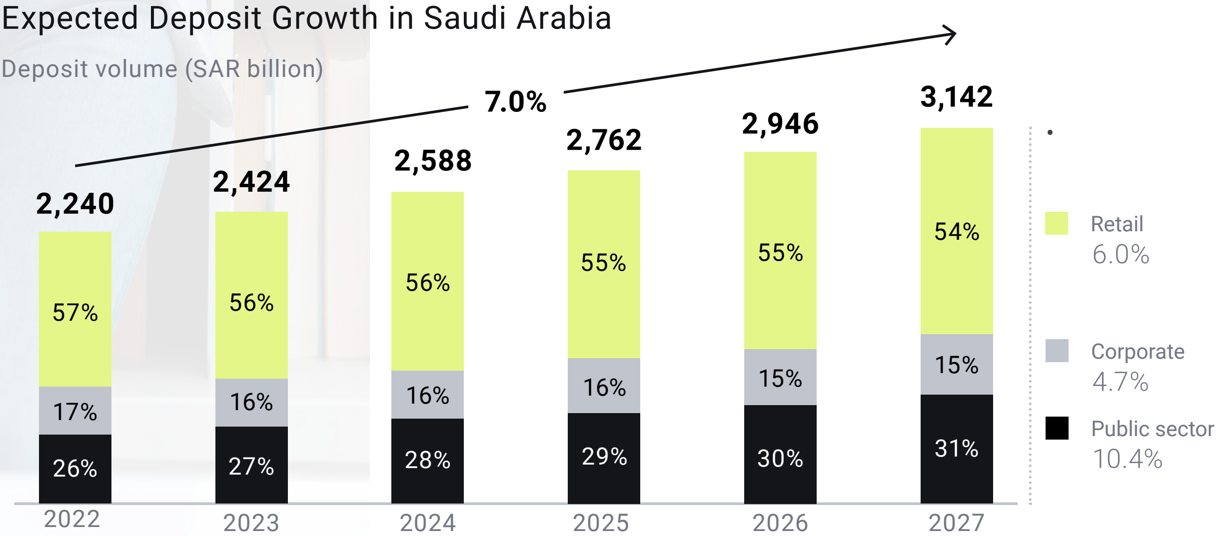
Ali Alqaraawi
COO of Aljazira Capital

Before starting at Aljazira Capital in 2021, I had never worked in finance and had little experience in investment and financial firms except as a client. What I did know is that, like any business, it's about meeting customers' needs and helping them to solve problems. Technology changes things, but not that key aspect.

Our primary challenge in the Saudi market – we need to get people to save. Since Crown Prince Mohammed bin Salman launched Saudi Arabia's Vision 2030, he's been talking a lot about saving. It hasn't been part of our culture in the past, but now we need to promote it and provide the right and trusted tools and mechanisms for it.

Expected Deposit Growth in Saudi Arabia

Deposit volume (SAR billion)



Source: BCG Banking Pools, SAMA

The younger generations need to have it at the forefront of their minds and not depend on their families. It's our job to help them to do that. And, as this is part of Vision 2030, our industry has some specific targets and KPIs that we need to meet.

Our challenge: Trust, technology and collaboration

In our market, you need to be a trusted name with trusted people. Customers, especially new savers, need to be comfortable that their money is safe. Additionally, they also have to be completely sure that it's invested in a Shariah-compliant way. This is very important.

Then, we use technology to help people save and invest as easily as possible. At Aljazira Capital, we're expanding from brokerage into investment and asset management, as well as opening up to a wider retail market. This means developing a new digital platform where people can open accounts, learn about their risk profile, see simulations and start saving and investing.

We're working with additiv, and adding new requirements and features all the time.

Innovation is not synonymous to technology

In fact, we find that this kind of project isn't about buying a piece of technology, it's about customizing and evolving a unique and innovative solution over time, in addition to promoting savings and investment culture for national development.

Therefore, the more feedback we integrate, the better the solution gets and the more it matches what our market needs. I'm also a big believer in embedding finance and wealth management with the wider ecosystem via different channels, including e-commerce and social media. That's already happening in other markets. We'll keep exploring all these ideas and moving forward.

Finally, we come to collaboration. In just a few years, we've seen significant number of banks, investment companies and fintechs getting involved in the Saudi market and we welcome it. We don't believe in monopolies and that isn't what our market needs. Competition makes us work harder! And we also need to remember that we're working towards a shared goal, to create a saving culture. So, for us, the future is about collaboration as well as competition.

To address todays economic, social and environmental challenges, we need a new financial system.

The future is now, but are you ready?

Christine Schmid
Head of Strategy, additiv

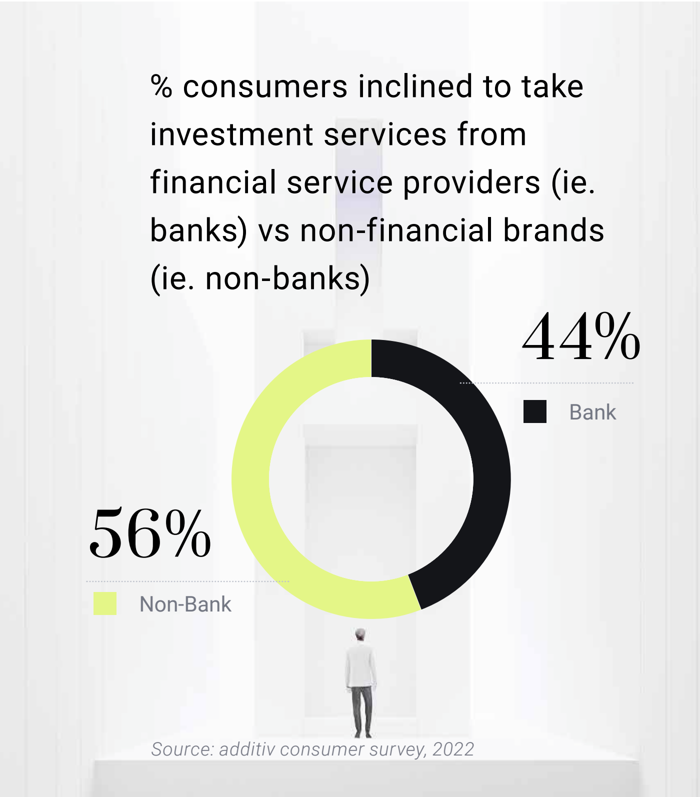
What a time we live in. We are experiencing a high level of uncertainty for the economy. Effects of multipolarity, high(er) inflation, rising social costs and the need to combat climate change, combined with the end of the freedom dividend. Additionally, the USD as the leading global currency is under question.

Increased call for new financial system

With inflation, and resulting rising rates, bank earnings have not only been supported by rising net interest income, but also questioned by 'mark to market losses' on investments and a looming credit cycle. Unsurprisingly, we are seeing renewed concerns that we may face another phase of financial instability. This has already resulted in a digital bank run for those banks most exposed and banks most questioned, at a speed and size unseen before.

With rising rates, savers switch to interest bearing money market instruments that repriced faster. As a result, the deposit base was falling and with it the ability for banks to grant loans… And given that deposits are the cheapest funding category, the associated costs to grant a loan will likely rise beyond the effect of rising rates. The US is affected, especially in view that a domestic credit crunch could be possible.

To address these challenges, we need a new financial system. One that leverages where the world is moving to limit climate change, to stabilize economies and ultimately to democratize finance.



Source: additiv consumer survey, 2022

Hey tech, it is time to build and innovate

What we experience today are the "Limits to [economic] Growth". 50 years after the Club of Rome publication, which discussed the possibility of exponential economic and population growth, the negative effects of the consumption of finite earth resources are evident.

As predicted in the paper, the technology solutions are becoming more visible... Regardless, we need systemic changes in the economy and society to support the adoption of these technologies and to address the root causes of unsustainable growth. Innovation which is technology driven is picking up more than ever and will shape the way we live and how we produce and consume financial services. With respect to the finance sector, the most prominent developments pending include:

The further breakup of the value chains in finance and the rise of Embedded Finance will drive the adoption of financial services globally: This allows businesses (financials and non-financial alike) to offer their customers a seamless, end-to-end experience that includes financial transactions, without the need for the customer to leave the channel. Artificial Intelligence, combined with embedded finance opportunities, will overhaul the relationship heavy finance parts such as wealth, financial planning, credit, and insurance.

Artificial Intelligence has the potential to revolutionize finance: Better decision making, personalization to meet consumer needs at scale (in wealth, financial planning, or credit), a new level of efficiency for the banks and insurers (in particular in risk management, regulatory and legal teams) and expanding the advisor know-how are just some of the low hanging fruits we can imagine today <see article from Marco Borer>.

Stablecoins and blockchain will disrupt the payments industry and change the wealth industry in the longer run: Their application results in improved transparency thanks to record keeping, cheaper transactions as intermediaries are avoided, and rising financial inclusion rates as decentralized systems reach todays unbanked. Clearly regulatory boundaries and rules are however needed first, as discussed on government levels.

A rising interest environment underlines the need for innovation in the German investment market

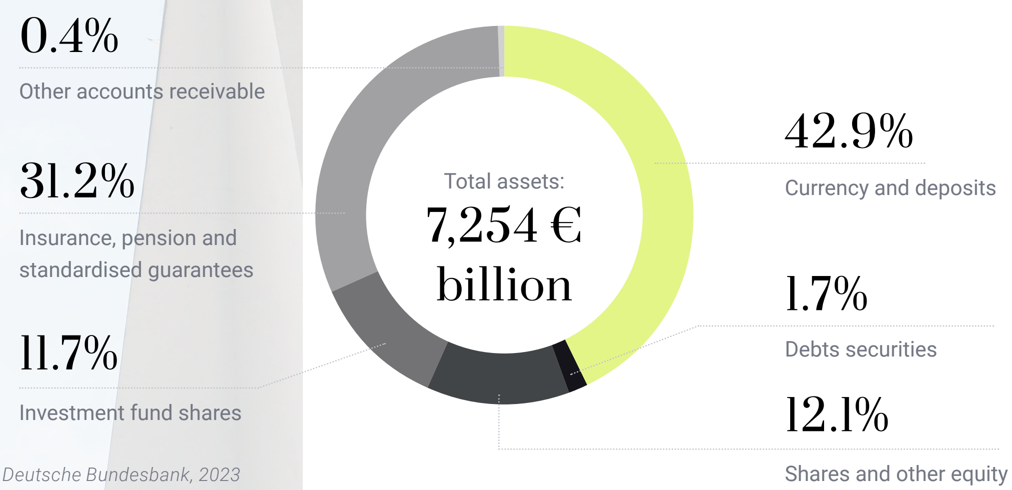
Carsten Kroeber

Managing Director and CTO of bevestor, a German robo-advisor owned by DekaBank

Germans do save a lot but tend to keep their money in savings accounts or short-dated securities.

Germans are famously cautious when it comes to investing money. Germany's household savings rate was ~24% vs. avg. 18% in the EU (Eurostat, 2021). Nevertheless, till now very little of that money finds its way into investments, whether shares or fixed income or other alternative investments. In other words, Germans do save a lot but tend to keep their money in savings accounts or short-dated securities. Therefore, it is difficult to convince Germans to invest their money in investment funds or stocks, and the challenge has got even more difficult in a higher interest rate environment because people see themselves getting a positive return on their savings again using saving accounts or fixed term deposits.

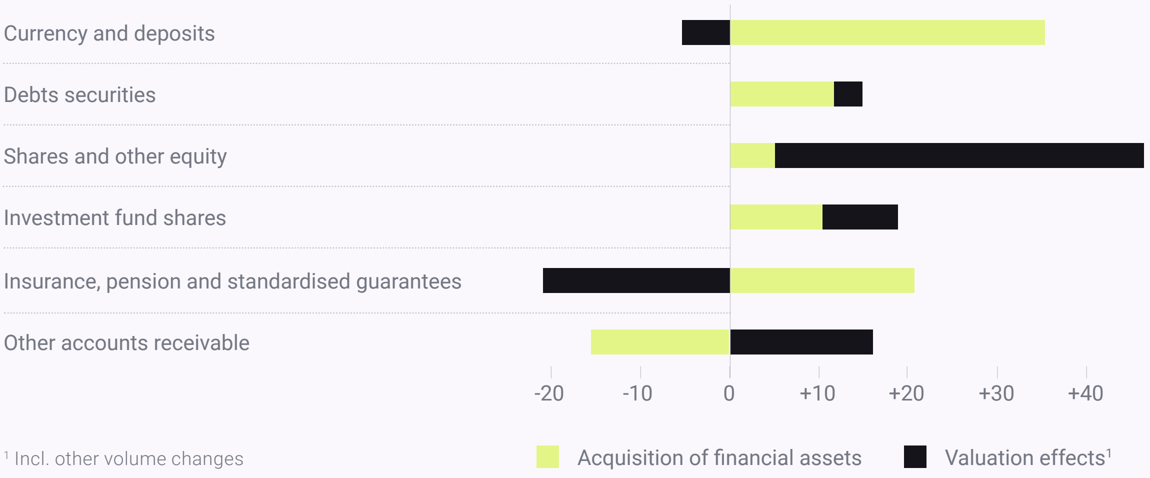
Financial assets in German households, 2022



Source: Deutsche Bundesbank, 2023

Financial assets in German households, 2022

Change on 3rd quarter of 2022 by instrument



Source: Deutsche Bundesbank, 2023

The savings volume in Germany remains high. However, in recent years, it's evident that trust in securities remains – and growing steadily. Investors know that if they want to build up wealth over the long term or make provisions for their old age, they can't avoid saving on securities. Regular saving over a longer period is particularly useful in times of crisis. The long-term investment story of saving with securities remains intact – and the securities culture in Germany is progressing.

The answer lies in continuous innovation

The solution to convince people to invest in new opportunities is driven by continuous innovation and digitization, to offer flexible/customized, easy to use platforms to invest money by giving the client a maximum of transparency based in low fees. The market for automated investments, or robo-advisors, has been around in Germany since 2012. What is interesting is that the most successful companies, today, were not the early movers. Those that have continued to prosper and gain market share are those that continuously innovate, those who constantly release new features and expand their offering. And innovation will be more important than ever since our substitute good, savings, have become more attractive while keeping technology easy to use.

The key to innovation in this market is to think less about one's own business and more about hearing the customers' voice. Direct client feedback is the silver bullet to being aligned to their needs. What features are you missing on our platform? What would you like to have? Would you like round-up saving whenever you buy a cup of coffee?

Do you need retirement plans or accounts for your kids? We evaluate all the possibilities. We at bevestor also continuously learn who our customers are and what they expect. For example, when we first launched our digital solution, we set out thinking that we'd be targeting a young market, but it isn't just the younger people who do everything with their smartphone - a third of our customers are over 50. The target group is not just digital natives.

> It isn't just the younger people who do everything with their smartphone - a third of our customers are over 50.

The importance of choice remains high

Equally important is the adaptation of investments to specific needs and financial possibilities. For example, our customers can individualize their portfolios to invest in current topics such as artificial intelligence or water. At first, we thought this might be seen as a marketing feature to differentiate from other Robo-Advisors. Now we know that more than 80% of our customers choose one of these thematic options. Sustainability is also important – 50% of our new customers prefer ESG portfolios over standard portfolios. Even though people want the convenience of a robo-advisor, we need to remember that these are people with individual preferences – this requires a more detailed offering for customers.

A competitive and cooperative future

Competition is not just coming from interest rates. We are likely to see new entrants into the investment market or at least new distributors of investment products. We see retailers getting involved, letting customers redeem loyalty points through investments in ETFs, and giving loyalty points or cashback to people who invest a thousand euros through our platform. These could be competitors, drivers of new developments, or they could be partners, we don't know yet. The only thing we do know is that to keep growing, we must continue to innovate while keeping an eye on usability and easiness of customization.

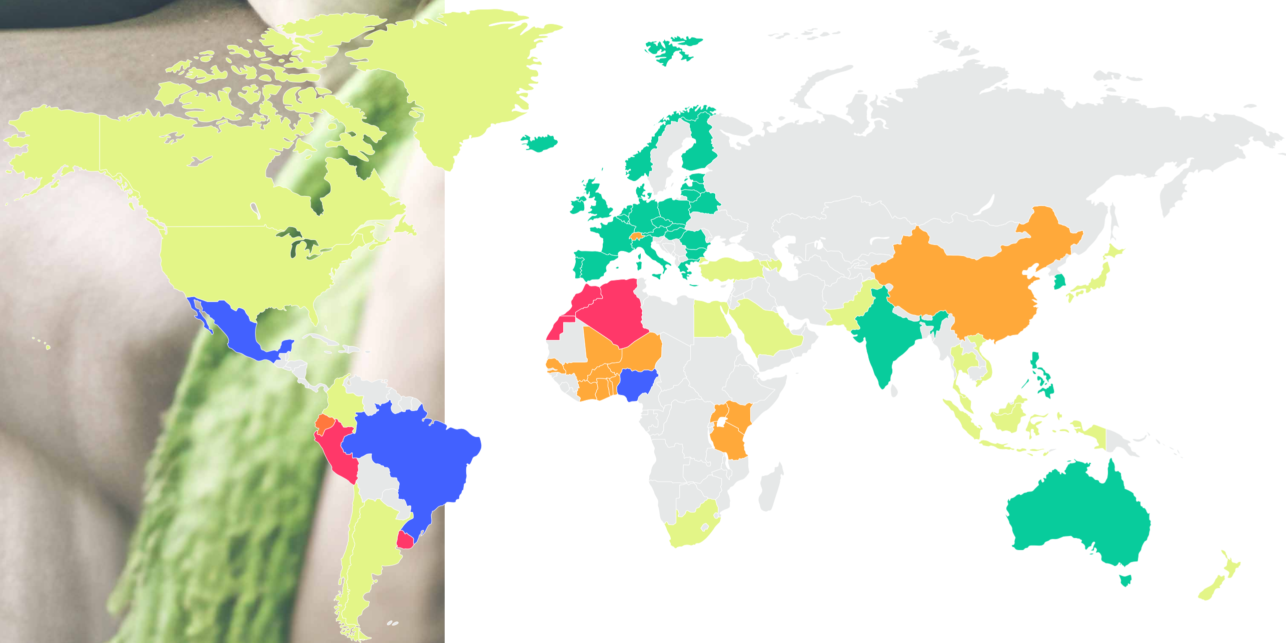
The future of finance is open and connected

Patrick Frith
VP of Partnerships at Tarabut Gateway

It's ironic. Banks spent most of the last 30 years trying to keep our data safe by locking it up in expensive internal IT systems. Then, the EU's PSD2 and the UK's Open Banking standards, which quickly cascaded to other regions, turned that completely on its head. The ability to securely share and update account information and make bank-to-bank payments gives rise to countless ideas and opportunities. What we've seen so far is only the start.

Status of Open Banking Legislation Around the world

Under discussion/Planned
Early implementation
Stalled/ No action
Current review/In progress
Effective implementation

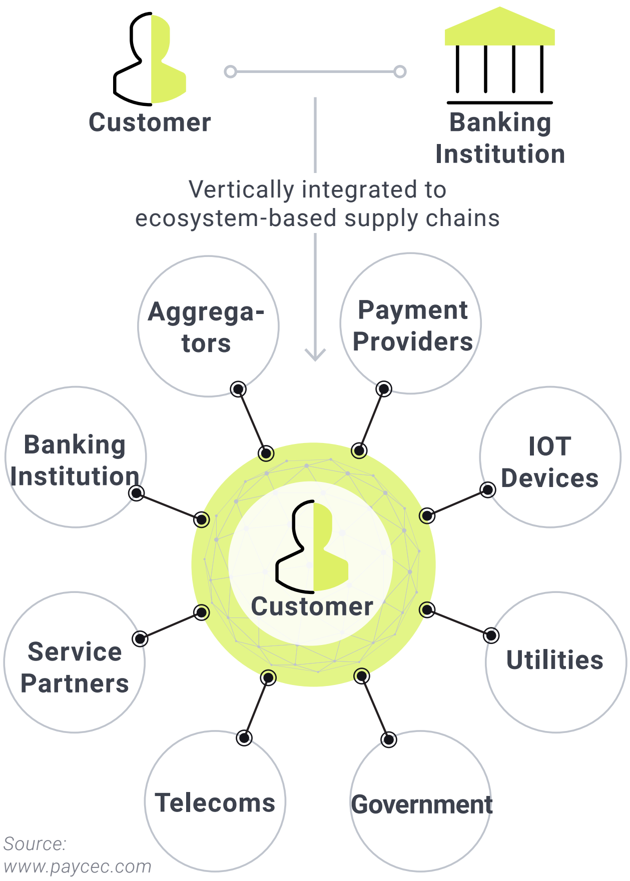


Source: Based on Platformable report, Q3 2022

The true power of open banking lies in the genuine problems it can solve

As consumers, it could make our lives a lot easier. Loan and mortgage applications needn't be painful and time-consuming. Instead, you could just agree to share your banking data and boom! The application is done!

Open Banking accelerates the creation of customer-centric networks



Source: www.paycec.com

Open pensions and open insurance could follow. I think we'll see this develop rapidly, to the point where everyone has their own digital footprint that they can share with financial and non-financial providers. In regions like the Middle East, this is very close to happening. We're used to think of personal data in a negative way, as something that can be attacked or misused. Open banking can change that perception and help us see it as a powerful tool that we can leverage for our own benefit.

Open banking is equally exciting from a business perspective

Firstly, payments are becoming cheaper. It makes no sense for a small business to pay 200 basis points just to accept a payment. Apple Pay and Google Pay have done well to create seamless consumer journeys, but they are still facilitating card payments, involving multiple intermediaries and their fees.

Bank-to-bank payments remove those intermediaries altogether. It's also difficult to see a world where we won't have stable, government-backed digital currencies. As these two trends converge; payments will be faster, cheaper, and more transparent.

Secondly, barriers to entry to build technology have never been lower. This is thanks to pre-packaged, white-labelable, or embeddable, regulated solutions provided by fintech companies, not just for payments and account information but right across finance. For example Low-Code or No-Code platforms and the recent developments of open-sourced natural language models (such as ChatGPT) are quickly making technology accessible.

There is no longer this big mystery of how to get an app to market, and certainly no need for 100 developers and a $10 million budget. You can create a financial app with User Interfaces by dragging and dropping boxes and integrating your backend to a variety of infrastructure APIs. This previously would have taken months or even years to develop as a proprietary solution. Now the biggest considerations in developing apps for consumers is to know your niche and branding.

Will traditional finance companies be the losers from all this? Probably not.

Financial services are better than any other industry at reinventing itself. Remember that American Express started out in 1850 as a freight forwarder. Some of the big payment companies have already realised that their core business needs to evolve and are investing in open banking provider, such as Visa's acquisition of Tink. Even banks, for whom open banking has been painful and costly, have opportunities to shift into new business areas or distribution models. If there are losers, it may be those who persist in seeing their brand as the only thing that is important to users, rather than getting comfortable evolving their business models where they may provide services in the back end and on the front end.

An endless stream of opportunities

The ability to share account information and make easy payments is clearly beneficial, but the most exciting aspect of open banking is the data itself. Imagine you are a lender. You already have an open banking solution providing the necessary data for your existing affordability screens. However, there is so much potential to enrich that data using artificial intelligence to improve your models and forecasting. This is the next step, and it's an endless stream of opportunities.

Education is a key component of broadening access to wealth management solutions

Philipp Merkt
Chief Investment Officer / Head of Asset Management Solutions, PostFinance

PostFinance is a bit different from most banks and as a result can give some unique insights into the future of Wealth Management, particularly as technology allows wealth services to be expanded to a broader population of consumers.

We were founded more than a century ago as a subsidiary of the Swiss postal service and our primary remit is to facilitate payments. Today, we have a third of the Swiss adult population as customers (2.5 million). Though, our charter doesn't allow us to lend directly. As a result, to meet the broader needs of clients within the confines of our chartered, we were one of the first banks to embed third party financial products, starting with embedded mortgages and moving to embedded insurance (life, car, travel, legal).

This same requirement for innovation led us to build asset and wealth management products, able to serve the mass affluent segment. However, unlike many of the offerings in emerging markets catering to the rapid growth in young, digitally native middle classes, our investment services were also influenced by a different need.

Meeting the need for democratized wealth in Switzerland

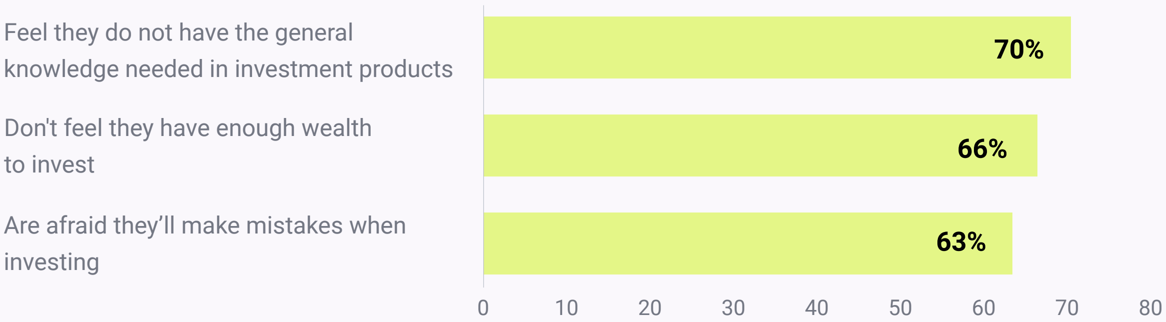
The reason for our customers need was the recent period of zero and later even negative interest rates imposed by the SNB, which were passed on to customers in 2019. Ordinary savers needed a way to invest to avoid the effects of negative interest, eroding the value of their savings, and to do this we needed to offer them easy investment services they may not have been familiar with. For PostFinance low interest rates were also a problem. Impacting PostFinance more negatively than its competitors since we are not allowed to lend money or give mortgages to our clients directly.
We already had a mutual funds product and a self-service share brokerage one, but with falling interest rates, we started work on putting in place a wealth management service which went live in 2020 with independent, self-service, advisory, and discretionary e-asset management with a very low entrance barrier.

Our goal is to democratize wealth management, to bring it to a broader demographic and we estimate that a third of our wealth management customers are either investing or getting access to professionally managed investments for the first time. And unlike in many emerging markets our customers were not necessarily young, digital natives.

Our biggest hurdle was financial literacy

A study by the University of Luzern found that the biggest reason people don't invest, cited by two thirds of respondents, is lack of knowledge. There is more to financial management than saving and real estate, but people are nervous to tread where they have no prior experience.

Main reasons why people do not invest



Source: PostFinance Investment Report, 2022

To address this, we invested significant energy into providing a suite of online resources for education: an investment academy, with video tutorials, webinars, newsletters, articles, and a glossary. **But most importantly, even for the CHF 5k minimum threshold investment, every client has access to an advisor; this is hybrid wealth management for (almost) everyone**.

The pendulum has swung away from an imagined future of high automation to a hybrid of human and digital in concert.

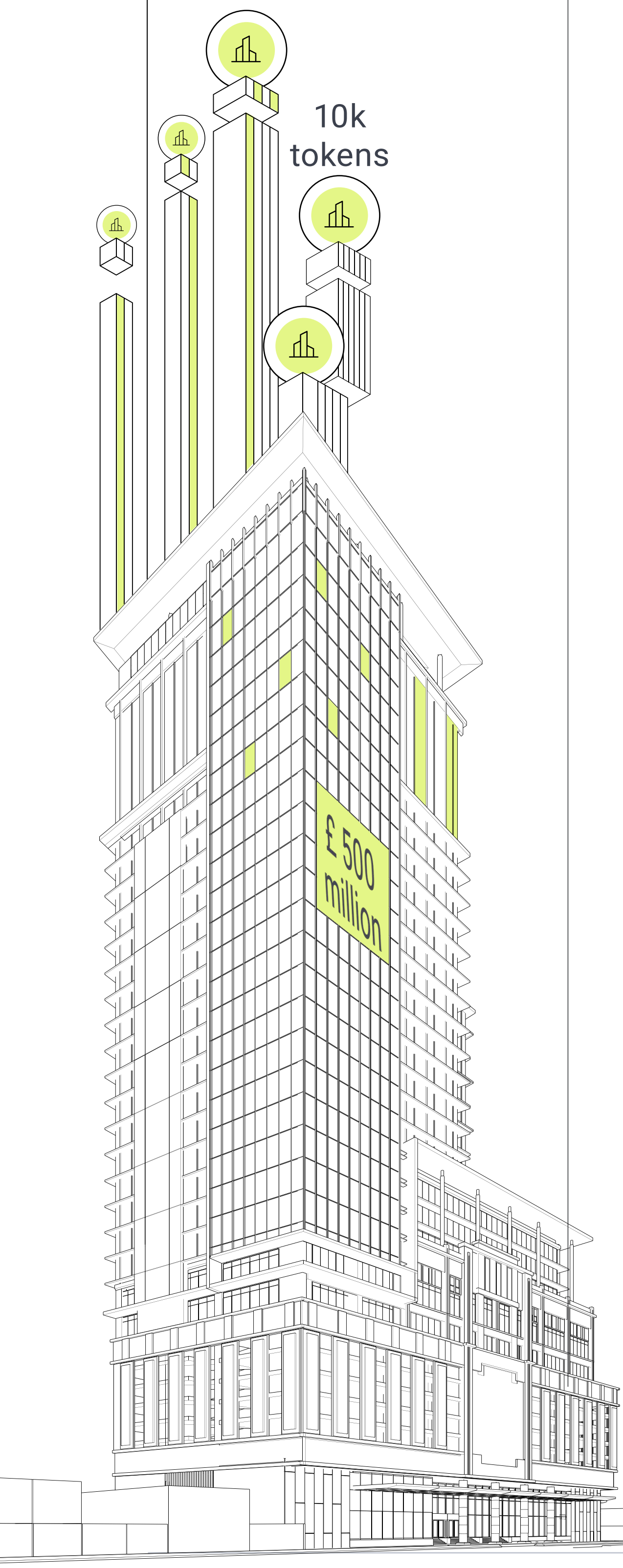
The product itself is also built to attract a broader customer base. As noted, the minimum investable amount is set at CHF 5k, and the fees are just 75bps per annum. The portfolios are professionally managed based on the client's risk appetite, and there is also some ability to personalize e.g., based on preferences like extra exposure to Swiss or sustainable equities.

What we have achieved through combined focus on education with automation has been a cost-effective wealth management solution able to serve anyone in a broad segment and still be able to offer a personal, tailored service.

As a result, we observe a lot of new money coming in. A large amount of people who use the service are first-time investors because the service is simple, easy to use and to understand, inexpensive and differentiated. It was even voted best asset management service 2023 in Switzerland in the 2 categories "performance" and "sharpe ratio" (both for the past 36-month period) by firstfive.

The pendulum has swung away from an imagined future of high automation to a hybrid of human and digital in concert, as a template for the future of wealth management. But to expand this to the broadest base possible, education is key.

Tokenisation could allow us to buy fractions, making some core assets more accessible.



Finance could be more inclusive, thanks to digital assets

Julian Sawyer
Managing Director, Zodia

I wouldn't want my salary in Bitcoin but I'd happily have it in stablecoin. Often, people put all digital assets in the same bucket but there are many types of digital assets, which play fundamentally different roles in the future of money. In the main, they could make the financial system fairer and more accessible.

Use cases that work to help people

Let's take stablecoin as an example. Many of the world's poorest people work abroad and send money home to their families. The financial services industry currently takes a huge cut of those international transfers, sometimes up to 25%. If those people were paid in stablecoin, like USDT (pegged to the US dollar), transfers would cost fractions of a percent and the amount saved could be lifechanging. Transfers would also be faster – seconds rather than days - and that's better for everyone.

Tokenization to drive accessability

The future could also be more accessible in terms of investment opportunities, via tokenisation. Tokenisation could allow us to buy fractions, making some core assets more accessible. For example, most people can't afford to own a large commercial building. However, property can be represented by digital tokens, and then divided into fractions. You could buy a square metre, or a room. Similarly, some stocks and bonds, including some government bonds, which are sold in denominations too large for retail investors – would now be accessible.

The future of fractionalisation is even more intriguing

One interesting thing about fractionalisation is what happens next. We've seen from other industries that, when things get broken down, they tend to re-consolidate but in a more user-friendly way. Think about the tourism industry, you used to go to a travel agent to book a packaged holiday. Then, when the internet arrived, we started doing everything ourselves – flights, accommodation, insurance, hire car. Now, we go to one website and click, click, click, everything is booked. Perhaps we'll see investments broken down and put back together in ways that are better too. Such as, you could have a property fund with fractions of different buildings selected by an expert. You'd get the benefits of diversification but, because of the efficiency of digital assets, you could avoid things like lock-up periods or gating that make some property funds unappealing to retail investors

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> Regulation is more like a jigsaw than a single framework. What will matter is that everyone tries to create the same jigsaw picture, even if they have different speeds or methods.

The challenge ahead

You might think that challenges like FTX would have put the brakes on this industry, but the opposite is true. The big financial institutions haven't changed their minds about digital assets and the direction of travel, but the need for security and regulation has dramatically accelerated. We created Zodia because we saw the need for proper custody and segregation of digital assets, but demand for an operating model like ours has materialised sooner than we expected.

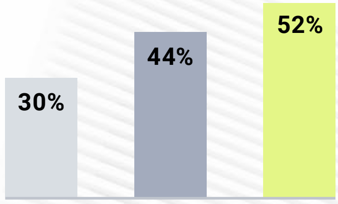
When it comes to regulation, the challenge is that it's always catching up with innovation. That's the right way around but it means there's a lag. Going back to the property example, imagine there are 100 rooms. What's to stop the seller selling 110 digital tokens? Who polices that? Since this is a global industry, there isn't a single regulator. So, regulation is more like a jigsaw than a single framework. What will matter is that everyone tries to create the same jigsaw picture, even if they have different speeds or methods. If we don't have consistency, we get regulatory arbitrage and that's damaging for consumers.

We need security, consistent regulation, and better governance to make digital assets a fully functioning part of the financial system. However, these are developing rapidly. Every company offering financial services should have a digital asset strategy, so that they are well placed to help their customers take advantage of the benefits of digital assets and help shape a more inclusive financial industry.

Micro (1-9 employees)
Small (10-49 employees)
Medium (50-249 employees)

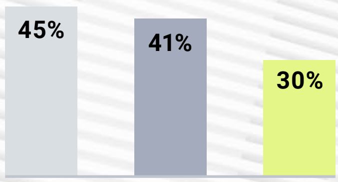
41%

of SMEs would be interested in using banking services from a non-financial service provider



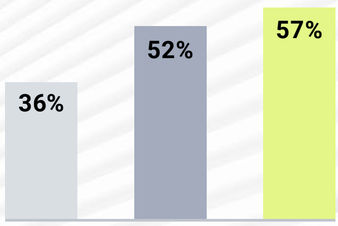
44%

of SMEs would prefer digital platforms to offer such services in partnership with a traditional bank



47%

of SMEs would be willing to pay the same or more for embedded finance compared to traditional bank



Source: Embedded finance for SMEs: The ultimate collaboration of banks and digital platforms, Accenture, 2021

Embedded Wealth: An Overlooked Opportunity?

Robert Ruttmann
Chairman,
Redesigning Financial Services (RFS)

Embedded finance is a term that describes the integration of financial services into non-financial products and services. Examples include Tesla offering insurance to all drivers buying one of its vehicles, purchase financing with Klarna, and Shopify offering a free business bank account to each of its nearly 2 million merchants. Research suggests that 47% of non-bank platforms are planning to offer embedded finance in the future to retain their customers. And this interest doesn't apply to just consumers, SMEs are also open to embedded finance from non-bank players (left charts).

These statistics alone suggests that banks cannot afford to overlook embedded finance. Its arrival means that banking is now context-based: the right financial products and services are offered at the time they're needed, be that a car dealer providing auto financing or insurance or a real estate agent offering mortgage finance. So, embedded finance hasn't changed any of the fundamentals of banking, but rather how consumers interact with financial products.

Until now, four areas have dominated the embedded finance ecosystem:

1. Embedded payments and digital wallets (e.g., Starbucks app)
2. Embedded lending (e.g., Shopify Capital)
3. Embedded banking (e.g., Uber cash)
4. Embedded insurance (e.g., Airbnb Aircover – insurance for hosts and guests)

But while continue to pile into these, one area remains relatively untapped: that of embedded wealth.

Hiding in plain sight

Of all the opportunities that exist under the embedded finance umbrella, embedded wealth may be the greatest opportunity of them all. A recent embedded wealth management report goes as far as to call it 'the $100 billion opportunity hiding in plain sight' . This is no exaggeration. It is arrived at simply by applying conservative management fees of 0.3% to the world's $33 trillion of unmanaged investable assets.

The untapped market potential is enormous. Consider the nine channels, through which billions of consumers interact daily, that have the potential to unlock the $100 billion opportunity that additiv refers to.

- **Retail and challenger banks**
- **Employee financial well-being platforms**
- **Asset managers**
- **Health insurers**
- **Pensions providers and life insurers**
- **Consumer platforms**
- **Sovereign wealth funds**
- **Utilities companies**
- **Non-Governmental Organizations (NGOs)**

Unlocking the opportunity will not be as easy as simply identifying it. Organizations that fall into one of the nine categories will need to offer customers a compelling combination of digital safety, convenience (i.e., 'saves time', 'simplifies', and 'reduces anxiety'), value, and investment options. To cite the Chinese proverb, nothing is as powerful as an idea whose time has come. For wealth management, embedded wealth is an overlooked opportunity whose time seems to have clearly arrived.

Building a Case for Wealth-as-a-Service

Jean Sullivan
Head of Wealth Management at Celent

Wealth-as-a-Service (WaaS) is an untapped and untested market ripe with opportunities for incumbents and new entrants. Over the last several years, the financial service industry has been focused on a core vision: To enhance the retail client experience through the creation of personalized, comprehensive solutions delivered in a frictionless scalable environment.

WaaS also allows providers to meet customers where they live and provide them with access to a wide range of products and services at the point of need. Financial Services-as-a-Service (FSaaS) platforms make this vision possible. These platforms enable embedders (both FS and Non-FS) to seamlessly blend complementary products and services from disparate business lines (banking, investments, and insurance) at the point of need within the client's digital journey.

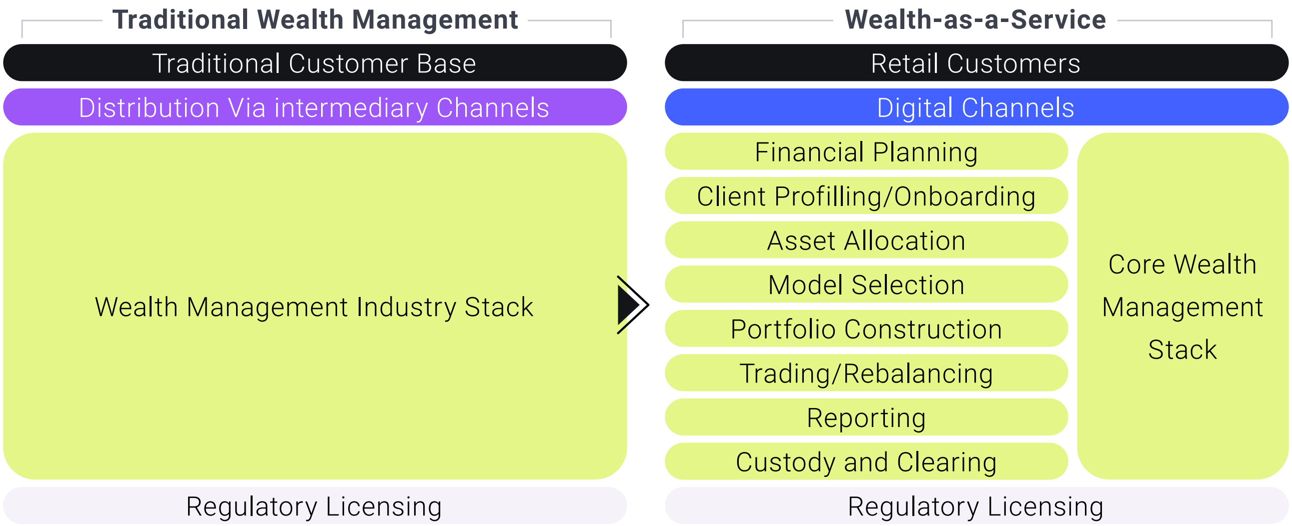
Through FSaaS platforms, products and services are unbundled into composable modular solutions, which can then be rebundled and offered via API, widgets, and iFrames by embedders such as Walmart, Revolut, and even other financial services firms. While Banking-as-a-Service (BaaS), one element within FSaaS, has been around for several years, WaaS is just beginning to take off.

What is Wealth-as-a-Service?

Wealth-as-a-service (WaaS) is a business model where a financial institution offers modularized products and services such as brokerage, trading, financial planning, and investment management-as-a-service through modern, API-driven platforms. WaaS involves the unbundling of the traditional wealth stack.

What are the primary use cases?

Wealth-as-a-Service (WaaS) is used as the infrastructure that enables embedded finance (wealth) for Non-FS firms and FS firms (banks and insurance companies) looking to offer or expand wealth capabilities.



Source: Celent

Through the use of API, cloud, and digital technologies, it is now possible to unbundle wealth management capabilities and repackage them via new distribution partners (referred to as embedders for the purposes of this report) to create a more seamless retail client experience.

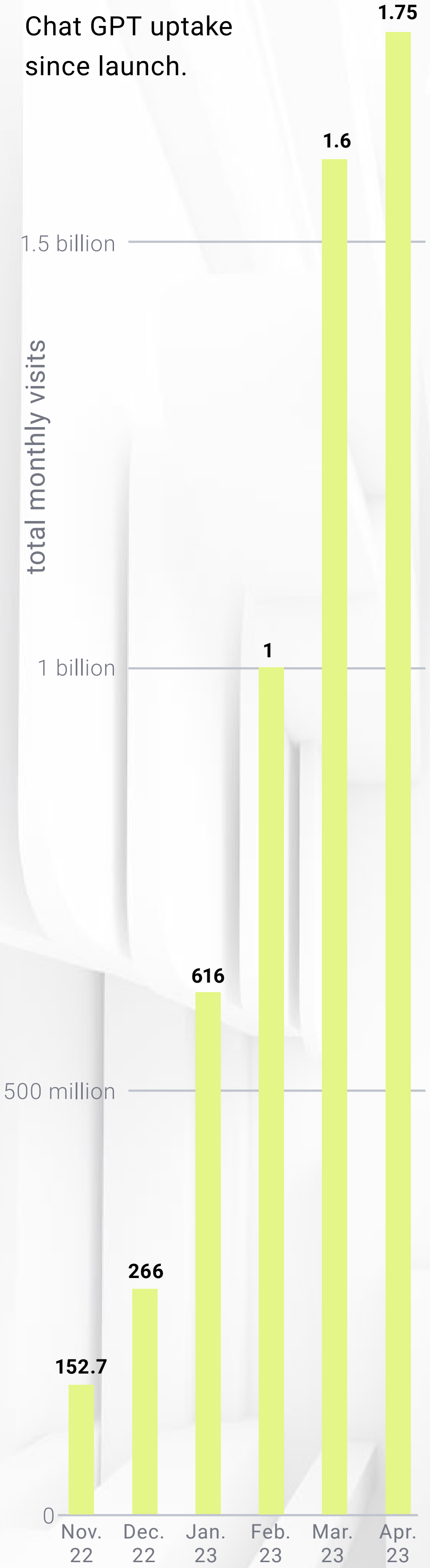
FSaaS platforms enable the convergence of previously siloed, channel-specific (banking, investment, and insurance) financial solutions. Wealth management firms no longer need to rely on a single platform from a single provider within a single industry. The business case has already been made in banking, and now wealth is entering the picture. This is evident in the growing list of WaaS players and the emergence of powerful distribution partnerships.

A $ 1 trillion AuM market and growing

WaaS represents new revenue opportunities for FIs and other businesses that have digital platforms with existing customers or employees. It effectively allows anyone to become a wealth manager and offer brokerage, robo investing, and other services at good margins. And while the market opportunity is difficult to size, Celent believes that emerging trends and industry partnerships indicate that WaaS is an important and growing segment.

We are already seeing WaaS actively being used. Non-FS players are already offering embedded wealth to customers and FS players are leveraging WaaS to easily expand their offerings. Across the globe, incumbent FIs and technology enablers are looking to form partnerships that provide WaaS. Unlike BaaS, WaaS is a nascent segment but is expected to present a significant opportunity for well-positioned players with advanced tech. It's a $ 1 trillion AuM opportunity.

Chat GPT uptake since launch.



Prepare for more knowledgeable clients

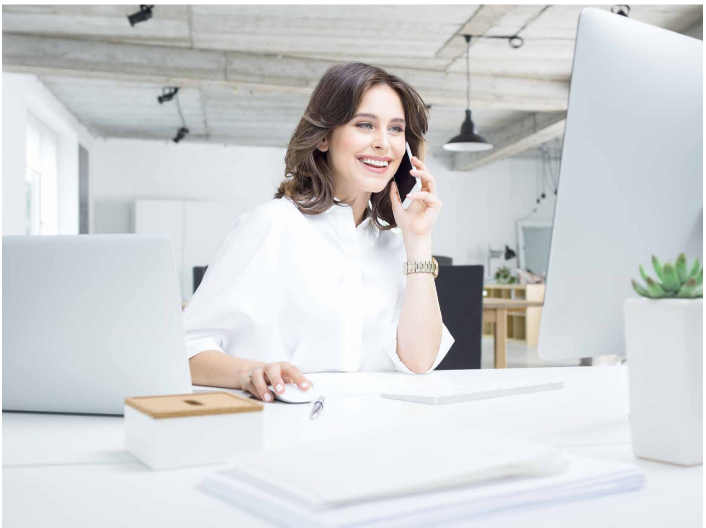
Marco Borer
Global Wealth Management,
F2B Digitalization and Innovation

In December 2022, I learned about ChatGPT by OpenAI. I found it to be a superior AI interaction tool, and, as the media began to hype its potential, I noticed that people were using ChatGPT to create income and transform industries. Wealth management is no exception. Morgan Stanley regard ChatGPT as a crucial milestone in their innovation journey, leveraging OpenAI technology to provide relevant content and insights to their financial advisors. As an innovation strategist, I frequently converse with wealthy clients to gain insight into their perspectives and motivations which I then evaluate based on client desirability, viability for the company, and feasibility. Now with ChatGPT these interactions could be enhanced

In this thought piece, I'd like to take a wealthy, tech-savvy individual's point of view, let's call her Anna. I'll place her two to three years into the future, where Anna has generated wealth by selling her successful tech company. While she has new ideas for a new venture and invests in startups, she also invests more traditionally with two wealth managers, seeking different advice perspectives to manage risks. However, she struggles to collate and comprehend the information.

AI to help clients understand

Anna wonders if AI can help her understand the information she receives from her wealth managers, which could better prepare her for making decisions. She uploads the last two years' worth of annual wealth statements to ChatGPT's 'Fin' AI chatbot, and asks simple questions such as, "*How does the performance of my advice CH portfolio at bank 1 compare to my advice CH portfolio at bank 2?*" or "*What have been the five best and worst performing investments in all my portfolios?*" *"How did the overall concentration of my Nzodia investment change over time?"* She even contemplates uploading factsheets of her ETFs and funds to get a breakdown of each position to better understand the concentration risks like from her Nzodia investment across all her portfolios.



Digitalization over the years made it easier for clients to find information, and AI will likely help them comprehend it all.

Confidence in what to do next demands personal guidance

Although it's not possible to do all of this today, these are questions that clients ask and that can only be answered by someone with the overview and tools to do so. AI can help clients understand their financial status better, but can it provide answers that Anna can trust to execute her decisions? Perhaps, this can be achieved, if it's trained with the right information. Nonetheless, it's still some time away.

This leads us to the final point: What does it mean for wealth managers if clients like Anna increasingly start to use AI? Digitalization over the years made it easier for clients to find information, and AI will likely help them comprehend it all. But understanding doesn't mean Anna knows what to do with that information: What does it mean for the liquidity she needs today, the real estate she plans to buy, preparing for requirement, her taxes?

Wealth managers need to prepare for more knowledgeable clients. To do this, they must provide relevant and personalized hybrid solutions through digital channels for seamless and on-time interactions at the clients point of need. They must offer personal guidance to ensure Anna's needs are met. A hybrid approach is the start of intelligently servicing clients in preparation for the future that ChatGPT holds for the wealth industry and beyond.

Contributors

Thank you to our global leaders for sharing their experties in the Future of Finance. Your diverse perspectives and experiences greatly enriched this whitepaper.

Ian Charles Stewart is Executive in Residence at IMD and Chairman of the WheelsPlusWings Foundation. He is an avid investor in, and advisor to, organisations in the FinTech, Media and Arts sectors. Stewart was Co-Founder of WiReD Magazine and Founder and CEO of Aztec Internet (responsible for BBC News Online and FT.com).

Amélie Janssens de Bisthoven is head of Business Intelligence at NS Partners. Amelie runs several key projects, committed to improving business process efficiency. Amelie joined in 2008, after four years at Optimal Investment Services and two years at Trader Classified Media. Amélie holds a BBA from the International University in Geneva (graduated summa cum laude, valedictorian, in 2002), and the executive program "Building On Talent" of IMD in 2014.

Tim Delahunty joined Commonwealth Bank as the Chief of Finance in 2018, and was appointed Director of Tech, Ops and Finance in 2020. Tim has more than 17 years of experience in the financial service industry including banking, insurance, asset management and investment platforms.

Sabine Döbeli, CEO of Swiss Sustainable Finance (SSF), has 20+ years of experience in sustainable finance. She spearheaded SSF's establishment in 2014, aiming to position Switzerland as a leader in sustainable finance. Previously, at Vontobel and Zürcher Kantonalbank, she oversaw sustainability strategies and contributed to launching sustainable investment products. Sabine holds a Masters in Environmental Sciences.

Deanno Basas is CEO ATRAM, a Philippine-based asset management company. He has 24 years of extensive experience in the local and regional financial markets, in both Treasury trading and Asset Management. He is a member of ATRAM's Investment Committee. Deanno was a past President and is a current Board Member of the Fund Managers Association of the Philippines.

Ali Alqaraawi is COO in Aljazira Capital. He has more than 16 years of experience working in Saudi Aramco and other private sectors in areas related to digital technologies, operations, business development and project management. Ali holds a master degree in Business administration from Hong Kong University.

Christine Schmid, is Head of Strategy and Executive Board Member at additiv. With over 25 years in financial services, she held executive roles at Credit Suisse including Global Head Equity and Credit Research. She is currently an active board member at Meridian, Servisa and Urban Connect.

Carsten Kroeber, studied Information Management in Cologne University. He kickstarted his career as a consultant at Accenture before joining the Deka-Group in 2008. With a decade of experience at DekaBank, he took on the role of Managing Director and Chief Technology Officer at bevestor - an online investment platform subsidiary of DekaBank in 2019, where he continues to excel.

Patrick Frith is a dynamic entrepreneur and business leader. Currently Patrick is COO at Tarabut Gateway, MENA's first and largest regulated Open Banking platform. Patrick is also the co-founder of Shoppe, an e-commerce platform in Southeast Asia and previously co-founded Bud, an innovative open banking platform.

Philipp Merkt has worked at PostFinance since 2015 and is currently Chief Investment Officer and Head of Asset Management Solutions. Born in Solothurn, he studied IT and economics at the University of Fribourg and completed an MBA specializing in finance at the University of Bern and the Simon Business School at the University of Rochester in New York.

Julian Sawyer is CEO at Zodia Custody, an institutional cryptocurrency custody firm backed by Standard Chartered, SBI and Northern Trust. Prior to joining Zodia, Julian was CEO of global cryptocurrency exchange Bitstamp and managing director of Europe for Gemini. Sawyer was also the co-founder of UK challenger Starling Bank and worked as its chief operating officer (COO) from 2015 to 2019.

Robert Ruttman is the founder of Redesigning Financial Services, a think tank dedicated to accelerating the structural transformation in the financial services industry. Robert is also co-founder and CEO of Urban Connect, a corporate mobility platform. Robert spent 11 years in financial services sector as a cross-asset strategist in the in Global Research at Credit Suisse and in the Investment Office at Julius Baer. Robert holds a PhD from the University of St.Gallen.

For over 20 years, **Jean Sullivan** has been a consultant and researcher at providing strategy and technology solutions to leading investment managers, broker dealers, TAMPs and AdvisorTech vendors. She is currently the Head of Wealth Management at Celent. Prior to joining Celent, Jean was Head of Research at Ezra Group, a financial technology consulting firm.

Marco Borer has been in finance since the mid-90s in various roles across technology and global wealth management for a large bank. Today he's a subject matter expert for digitalization, innovation with a focus on developing the wealth management digital assets portfolio and driving horizon 3 explorations.

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