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THROUGH THE **WEALTHBRIEFING** AWARDS PROGRAMME

EXCLUSIVE
THE 2016 EUROPEAN
AWARDS WINNERS



September 2016

WealthBriefing

WealthBriefing and its regional sister sites are the leading subscription-based business intelligence services for the wealth management community, with the latest news, analysis and in-depth features from around the globe. Delivered straight to subscribers' inboxes every day these services provide need-to-know business intelligence in a convenient and easy-to-read format.

www.wealthbriefing.com

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WealthBriefingAsia, launched in 2009, is the only wealth management news site focusing exclusively on the Asia-Pacific region.

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WEALTH MANAGEMENT & PRIVATE CLIENT EVENTS & AWARDS SERIES

An unrivalled thought-leadership platform, *WealthBriefing's* events foster intellectual debate on the challenges and opportunities facing the industry and are designed to be an optimal use of wealth managers' precious time; they represent an excellent networking opportunity and attendees also accrue valuable CPD hours. *WealthBriefing* has added to its offering for the global private banking and wealth management communities by running six annual awards programmes for the private investment and private client communities. The awards programmes are focussed around three main category groupings: experts (individuals and teams); products and services for wealth managers and clients, and institutions of all sizes and types.

BESPOKE RESEARCH SERVICES

WealthBriefing has unrivalled access to the most senior wealth management professionals across the globe, meaning that our research reports represent guides to future best practice as much as being barometers of current industry trends.



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FOREWORD

Tom Burroughes, Group Editor, *WealthBriefing*

The *WealthBriefing* European Awards raise a salute to the people who ensure this industry is on top of its game. While it can be easy to talk about the importance of client service and attention to detail, these awards try to shine a light on those who really do deliver. At what is sometimes a difficult time in the European financial market, facing as it does uncertainties and economic volatility, it has never been more important to honour the people and businesses who protect and grow clients' wealth.

A vital component of the awards is the judging process. A panel of judges, drawn from senior figures in banks, technology firms, multi-family offices, consultancies and other relevant institutions sifts through entrants' submissions to draw up the winners. Judges are invited for their knowledge and experience in the sector. When deciding whether to put a firm/individual on a shortlist, and to pick the eventual winner, the majority of the weight in reaching a decision is based on the quality of the submission made by candidates. Remember, to be eligible for an award, a person or firm has to enter the process. An important point also is that judges are divided into groups so that they don't scrutinise entrants from the same sector in which a judge works. This is of course designed to prevent conflicts of interest, bias and access to possible confidential information. Readers can find the list of judges on this news organisation's websites. The judges also review the categories for awards and sometimes, in response to feedback, new categories have been rolled out and others have been retired or changed.

Winning such awards is clearly a big boost for a firm or individual in marketing themselves and putting their names out into the market. And to win such an award is peer-based recognition of sustained hard work and excellence. Wealth management is an industry that is ultimately dependent on the dedication, probity and entrepreneurial vigour of those who work in it. These awards are a clear testimony to those virtues.



OVERVIEW OF EUROPEAN WEALTH MANAGEMENT SECTOR

With all the focus that there sometimes is on fast-growing Asia and other regions it is easy to forget that although a mature market, the European wealth management arena is home to some of the largest names. It has seen big efforts to strengthen banks' balance sheets after the 2008 financial crisis. Some of the big-brand names headquartered in Europe, such as BNP Paribas and Deutsche Bank, are global players. Specialist firms abound. There is considerable experience in this sector in handling complex issues, such as intergenerational wealth transfer.

A recent report by Capgemini shows that growth in the wealth and number of high net worth and ultra-HNW individuals is not to be sneezed at: Wealth, and the number of HNWI individuals, rose by 4.8 per cent in Europe. The strongest individual country was Spain, at 8.4

per cent for HNWI population and 8.9 per cent for wealth. Germany posted figures of 5.1 per cent and 5.6 per cent, respectively. It can as a surprise, for example, to those unfamiliar with the market, to realise how many German single family offices and private banks there are, for example. While not always present on the media radar screen, Scandinavian firms such as SEB and Nordea are significant players.

And of course London, as the major financial capital of Europe – "Brexit" notwithstanding – is home to many of the top firms, such as HSBC, as well as a plethora of smaller, specialist names such as Rothschild, Schroders and Coutts. London is a home to a significant cluster of fintech firms – Europe needs to ensure it is strongly positioned in this area lest other regions' offerings gain an edge.

Europe has also seen its fair share of merger and acquisition activity in recent years as firms have sought to win economies of scale, or dispose of sub-scale business areas, sometimes as a result of rising compliance burdens and client expectations. This publication will also continue to track new boutiques and firms launched by teams breaking away from the big banks.

It is precisely because Europe has been through a difficult economic period that it is all the more important to salute those firms that track the wealth creators in the region, advising them on their journeys and helping to protect the hard-won gains from entrepreneurship. European wealth managers have a significant role to play in how the region continues to prosper in the years ahead. And these awards can help in motivating practitioners in staying on top of their game.

JUDGING PANEL

The 2016 *WealthBriefing* European Awards programme was focused around three main category groupings: **experts** (individuals and teams), **products** and **services** for wealth managers and clients, and institutions of all sizes and types in the Swiss market.

Independence, integrity and **genuine insight** are the watchwords of the judging process with the judging panels made up of some of the industry's top trusted advisors and bankers.



PHILIPPE BONGRAND
Partner, Wealth Management
Oliver Wyman Financial Services



SEBASTIAN DOVEY
Managing Partner and Co-Founder
Scorpio Partnership



AUSAF ABBAS
Managing Director
Coombe Advisors



ROSALYN BREEDY
Partner
Wedlake Bell



WILLIAM DRAKE
Senior Advisor
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MARK HUSSEIN
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ERIC BARNETT
Chief Executive
Societe Generale Private Banking
Hambros



JAMES CAMPBELL
Partner
Bedell Cristin



PENNY LOVELL
Managing Director, Head of Private
Client Services
Close Brothers Asset Management

As part of the judging process, a shortlist was identified from the hundreds of entries received for these awards and the judges met for a round-table discussion to agree the winner for each category.

The judges were split into groups, dependent on their industry.

So trusted advisors were responsible for judging the private banking categories and private bankers judged the trusted advisor categories.

This was to ensure that commercially sensitive information was kept confidential and conflicts of interest were avoided.



KEITH MACDONALD
Head of Wealth Management
EY



RICHARD NUNNELEY
Vice Chairman
Floreath Wealth Management



JOHN REED
Chairman
EFG Private Bank



MARNIN J MICHAELS
Partner
Baker & McKenzie Zurich



ALISON PARRY
Executive Director
Butterfield Trust (Guernsey)



MICHAEL REED
Managing Director, Multi-Family Offices
RBC Wealth Management



PETER MURLEY
Director
Innobridge



NICK PERRYMAN
Managing Director
UBS Wealth Management



TOM SLOCOCK
Managing Director
Deutsche Bank Wealth Management

WealthBriefing Research

HIGHLIGHTS FROM 2015 & LOOKING AHEAD

2015 proved to be another exciting year for *WealthBriefing* Research, with the team exploring a number of fresh topics as well as continuing to track the most important issues affecting the industry. We look forward to expanding our thought-leadership footprint even further in the year ahead.

In September 2015 we published our third annual *Technology and Operations Trends Report*. This research examines technology's crucial role in improving operational efficiency, risk control and the client experience as firms grapple with the tripartite pressures of increasing regulatory scrutiny, spiralling costs and an ever-more demanding client base.

With technology no longer anything like a tangential issue, *Technology and Operations Trends in Wealth Management* has proven to be among the most popular studies in our regular roster of research. Among the issues illuminated by 2015's report were: the (changing) drivers increasing acceptance of new ways of working like cloud computing, hosted software and BPO; the compliance obligations that are proving to be the biggest challenges to firms, and how they are leveraging technological solutions to address them; and how institutions can find a path that allows them continue to innovate despite budgetary constraints and possibly also a degree of corporate inertia.

Underlying our technology-related research efforts is the acknowledgement that wealth managers are now seeking to do ever more with less – namely, to deliver superior outcomes for clients and immaculate evidencing for regulators, while still maximising operational efficiency and stemming spiralling costs. A relatively under-researched – and yet absolutely crucial – part of this puzzle is advisor productivity, a topic which *WealthBriefing* explored in depth in May 2015.

Help or Hindrance? The Link Between Technology Provision and Advisor Productivity was premised on the notion that there is a widening gap between the leaders and laggards on the technology front and that, correspondingly, many advisors are being held back from performing optimally. Among the headline findings of this report are that three-quarters of relationship managers would consider leaving a firm due to poor technology provision and that the same proportion would carry out technology due diligence on a potential new employer before making a move. Clearly, a wealth manager's technology set-up is becoming an ever more important recruitment and retention issue – for both advisors and HNW clients themselves.

As well as full-length research reports, *WealthBriefing* is continuing to build on its regular output of white papers and these cover topics as diverse as the use of digital signatures in wealth management and how technology can be harnessed to tackle conduct risk. The latter was the product of a thought-leadership event featuring some of the leading experts in this field

and we will be continuing to produce similar papers to ensure that even those who are unable to attend in person are still able to benefit from the cutting-edge insights our seminars, summits and webinars generate month in, month out.

WealthBriefing has long been at the forefront of research into the Independent Asset Manager sector in Switzerland and 2016 will see our efforts hugely expanded to explore this sector's development across the major wealth hubs of Asia. We are very much looking forward to revealing the findings of this ground-breaking report at its launch events in Hong Kong and Singapore at the beginning of June, and to expanding our network of IAMs.

Last, but certainly not least, is a totally new area of research for *WealthBriefing*, but one which could hardly be more pertinent in today's rapidly evolving geopolitical and regulatory environment: KYC/Client Due Diligence procedures. Here, we will be offering wealth managers a useful benchmark of the resourcing their peers are putting into KYC and broader compliance procedures, along with insights on how leading firms are tackling the biggest challenges (and opportunities) surrounding these weighty obligations.

Our full research output dating back to 2010 can be viewed via the Research page of the *WealthBriefing* site and any feedback would be most welcome. Equally, we would be delighted to hear about any new topics that members of our network believe we could usefully pursue.

Please direct research-related enquiries to:

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WealthBriefing



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BNP Paribas Wealth Management



IAN WOODHOUSE

*Director, Asset and Wealth Management
Consulting*
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Profile

KYC

Suitability

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If you are going to come out well following a visit from the FCA, this is really what you need.

Of course, it's great to win industry awards but the best accolades are always those from clients. Trust and respect have to be earned everyday.

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BETTER INTELLIGENCE THROUGH ANALYSIS

BITA RISK ON GOING FURTHER IN THE PRIVATE WEALTH MARKET

Daryl Roxburgh, Global Head, BITA Risk tells **Tom Burroughes** from *WealthBriefing* how the risk management software provider stays ahead of the innovation game.

BITA Risk has created solutions in quantitative finance for over 20 years and has focused this combination of academic and industry expertise on the private wealth sector. Our overarching purpose is to develop software products that solve very specific problems in the best way possible.

BITA is part of the corfinancial group and in common with other group products, we build solutions that integrate seamlessly with industry leading Financial Services products and standards. A jack-of-all-trades is a master of none and we believe our focus, resulted in BITA Risk winning the Best Risk Profiling Solution award.

What set you apart from your peers this year?

Three key factors separate BITA's approach: 1, a multidimensional client profile is generated, not just a single risk score. This acts as a decision support tool for the manager and allows them to exercise their judgement within a framework ensuring the most suitable solution is delivered to the client. 2, the investment process of the firm is integral to the configuration of BITA's risk profiling, such that it consistently links the client profile to the provided portfolio and supports the manager in the building and management of that portfolio. 3, a BITA profiling solution is configured for each client firm, ensuring that it is relevant and suitable for the range of investment solutions a firm offers. This may include complex client segmentation into different product streams.

How have your colleagues contributed to the success of your organisation?

BITA has a strong, highly qualified team. They work closely together to innovate and deliver the right solution to each of our clients. The development team creates custom solutions and

take the product forward. The risk team continually develops the risk, modelling and back testing aspects of the solution, part of which is the sophisticated BITA Global risk model. The delivery team ensure that our clients are supported both during implementation and thereafter. The whole team works in true partnership with our clients, to ensure that we can deliver maximum benefit through our solutions. This has led to a high level of client retention and requests from clients for us to develop further solutions on their behalf.

What will you do to keep to the standard of an award-winner and push ahead in the future?

The BITA product range has an innovative and exciting road map ahead, with concepts initially generated internally and then developed together with our client firms. These will bring not only more powerful tools to the front office, but also significant efficiencies in operation. Our client firms also ask us to innovate on their behalf as they expand the role of BITA solutions within their overall architecture. This innovation together with the continual evolution of our process will keep BITA at the forefront of its field.

What have been the challenges in obtaining excellence?

There is a great quote from Henry Royce, "Whatever is rightly done, however humble, is noble." Our challenge in the past had been that some firms have said that they do not want a Rolls-Royce solution. We have always ensured that we only delivered what we considered to be a proper solution. Others saw the benefit of the rigour of our approach, its solid risk based engineering and have invested in it for their clients with positive results.

Now, BITA is recognised as a highly competent solution, with the depth of functionality needed to meet the needs of a wide variety of firms and business processes.

BITA has achieved the right balance of complexity under the bonnet together with easily understood data presentation and information at the front end, making the solution user and client friendly. Our aim has always been to educate the client about risk so that they and their manager can have a common understanding, and we believe we achieve this.

In which areas are you improving and developing?

Without giving too much away, I can tell you that we will be bringing more analysis to the manager's desktop, helping them assess different risks within their portfolios and understand what they should do to mitigate them. This is appropriate, given this is what BITA stands for: Better Intelligence Through Analysis.

The other innovations will I am afraid, have to remain under wraps for now!

What do you hope will be the main consequence of achieving this accolade?

We expect that this award will bring greater awareness of BITA as a solution to the needs a firm has for risk profiling its clients as well as help support our current new business development activities.

How will you use the award to raise your profile in the industry and among clients?

The winning of the award was circulated to all our clients and prospects as well as being disseminated through corfinancial's social media channels and website as part of our continuing marketing initiative. ■

"OUR AIM HAS ALWAYS BEEN TO **EDUCATE** THE CLIENT ABOUT RISK SO THAT THEY AND THEIR MANAGER CAN HAVE A COMMON **UNDERSTANDING**, AND WE **BELIEVE** WE **ACHIEVE** THIS."

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BNP PARIBAS WEALTH MANAGEMENT: BUILDING A NEW CLIENT EXPERIENCE FOR UHNWI CLIENTS

Remi Frank, head of Key Client Group interviewed by
Tom Burroughes from *WealthBriefing*

BNP Paribas Wealth Management is a leading global private bank and the number 1 private bank in the eurozone. Thanks to a presence in three hubs in Europe, Asia and the US, over 6,600 BNP Paribas Wealth Management professionals provide private investors with solutions for optimising and managing their assets. The bank has €331 billion worth of assets under management (as at June 2016).

BNP Paribas Wealth Management has been awarded at the 2016 European *WealthBriefing* Awards best UHNWI and best platform providers (editor's choice).

What set you apart from your peers this year?

The Ultra-High-Net-Worth (UHNW) Offering of BNP Paribas Wealth Management traditionally offers clients the access to the widest range of expertise coming from a leading financial group having in-house its own powerful investment bank throughout Europe, USA and Asia, its own global asset manager, an outstanding Real Estate firm in Europe, and not to mention a leading Custodian and Insurance company.

This unparalleled offering has been considerably strengthened during the past year taking into consideration our clients' expectations:

- Development of a strong Advisory proposing innovative solutions notably in Equities, Bonds, FOREX and Structured Products, thanks to our cross selling with our CIB businesses;
- Continuous increase of our tailor-made DPM [discretionary portfolio management] Solutions with 300 specialists in 18 countries;
- Development of the strategic asset allocation service dedicated to UHNW individuals focusing on capital preservation: now over €15 billion of assets that have been advised worldwide;
- Development of the footprint of our philanthropy teams (now based in Europe, Asia and the US);
- SRI & Impact investing offering growing with more than 50 per cent in assets under

management in one year;

- Increased networking opportunities with a new programme of events during the Roland-Garros week, inviting a full range of clients including leaders, heirs or family offices. A NextGen Club private app has also been developed.

How have your colleagues contributed to the success of your organisation?

BNP Paribas, benefiting from of the "European Top Employer" label, is recognised as a great place to work: 83 per cent of BNP Paribas colleagues are proud to work for their company. This high level of motivation associated with rigorous recruitment and certification of our teams ensure the success of our back and front teams.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Our three strategic priorities are: Focus on client expectations, Leverage our expertise and Adapt our business model. We follow closely all the new investments trends like the growing demand for SRI, for Individual philanthropy and for direct investment in companies through Equity Funding or Private Equity.

The digital transformation of our model is going very fast, and will also provide strong competitive advantages in the next few years.

We are building an ambitious new Client Experience leveraging all the opportunities offered by the latest technologies. We are working hand in hand with our clients, including them in the brainstorming and testing stages. These initiatives will benefit all our clients, some of them specifically dedicated to our wealthiest clients.

What have been the challenges in obtaining excellence?

It is all about keeping up with the pace of change in our industry, whether it is about technology, regulations or market conditions. But as a bank for a changing world, we embrace change!

In which areas are you improving and developing?

We continue to improve our cross-selling with other entities of the bank to become a unique "one-stop-shop" for UHNWI and entrepreneur clients, making sure they get the full-benefit of our expertise.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

As a leading wealth manager, we tend to seek inspiration outside our own sector: for example, the luxury industry is well-known to tailor its products for the most demanding clients, and to deliver an outstanding experience driven by pleasure and not only by added-value.

We are also greatly inspired by startups and Fintechs which we are already working with. For example by adopting new methodologies - lean startup, design thinking - we aim to offer exclusive services that are more fit and time-to-market.

What do you hope will be the main consequence of achieving this accolade?

In the wealth management industry - and especially when dealing with UHNW individuals - only a high level of trust can motivate clients to give us the management of their assets.

Our leading position and financial soundness being well-known, this *WealthBriefing* award will prove in addition that clients can expect from us the highest level of service and the latest innovations to manage their lives as a whole, beyond financial aspects.

How will you use the award to raise profile in the industry and among clients?

Press release, websites news, social media, newsletters, e-mails signature and much more: all our channels are activated to promote this outstanding award. Our relationship managers are also very supportive and rarely forget to present our "gallery of awards" to prospects and clients! ■

"IN THE WEALTH MANAGEMENT INDUSTRY - AND ESPECIALLY WHEN DEALING WITH UHNW INDIVIDUALS - ONLY A HIGH LEVEL OF **TRUST** CAN **MOTIVATE** CLIENTS TO GIVE US THE **MANAGEMENT** OF THEIR ASSETS."



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QUANTSTORE DIGITAL NATIVE SOLUTIONS

Peter van Kleef, CEO tells **Tom Burroughes** from *WealthBriefing* about the firm's ambitions in the digital investment space.

Quantstore is a fully digital FinTech operating and services platform for the investment management and insurance business. At its core is a peer-to-peer network of freely configurable and extendable services (financial lego bricks), with which pretty much any conceivable investment related FinTech offering, such as for example a robo advisor or a social or signal based investment offering, can be built and run quickly and efficiently. It is backed up by a comprehensive software as a service model, including professional service levels agreements and requires only a modest initial white label fee to get started and otherwise only incurs usage based ongoing pricing.

It dramatically reduces time to market, ongoing running costs and is easy to integrate with existing legacy infrastructure.

That what we offer has been lacking in the market, is proven by the fact that we have won this year's *WealthBriefing* Awards for most innovative client solution and for best implementation of a technology solution.

The independent jury of industry experts has clearly realised that Quantstore is not only innovative, but also done in a way, that is instantly usable for our customers and helps them to move faster, to launch digital investment offers for their clients.

Clients value more than innovative ideas. They need realistic ways to run those innovative offerings. This has been recognised by winning not one, but two, awards.

What set you apart from your peers this year?

We believe there is nobody around that rivals the depth and breadth of our offering.

Our core services cover tasks such as data feeds, analytics, execution services, payments, portfolio management, pre-and post-trade risk management, document management, reporting and big data mining as well as client frontends on any device. These are the core "lego bricks" of any investment related digital offering.

Emerging competitors provide only limited sets of services, which limit what types of apps and applications can be run for their clients. They are missing much-needed service elements to offer a complete solution from front to back. There are no such limitations on Quantstore.

We are open to integrate with any service or tool that we do not provide as standard. Examples would be new types to data feeds, payment methods or new types of analytics, etc. This of course is also true for connecting

and integrating our digital services to core legacy infrastructure.

Quantstore is not a concept startup but ready for real business today. We have lead times to market of as little as three to four months for digital offerings such as robo advice or contextual and social investment themes.

We are 100 per cent industrial strength business to business to consumer and not a business to consumer firm that tries to rebrand itself as B2B because it does not get enough traction with their own offer.

Our core services have been in heavy use by some of the largest players in the market for years and have withstood market crashes and other disruptive events. So our clients can rest in comfort, that whatever challenges are thrown at their offering, will be mastered by Quantstore.

We can provide a complete white label solution. So the look and feel of offerings run on Quantstore is determined by our customers corporate identity. Quantstore is happy to stay in the background and make our customer look great to their clients. This allows organisations that are not digital-ready to run state-of-the-art digital offerings either side-by-side their existing offerings or fully integrated with them and - nearly instantly.

What types of offerings can your customer offer their clients with the help of Quantstore?

We have several ready-made templates for offerings such as robo advice, contextual and location-based investment themes, signal-based investments or consumption and personal spending-based investment offers. We also offer templates for gamified and social investing.

All templates can and usually are completely customised to a customer's individual corporate identity and their clients' needs.

You have seen a new and cool investment offer from a startup but want the assurance that is run on professional and industrial strength infrastructure? We can quickly and easily replicate that theme or offering with the help of our services component framework and adapt the user frontends to the specific look and feel that the customer wants to present to his clients. Once our platform is set up with a customer, new themes and offering can be added even faster and easier.

What will you do to keep to the standard of an award-winner and push ahead in the future?

We are constantly adding new services and connectors to make it even easier and faster for our clients to get up and running and their legacy systems connected to our platform.

What have been the challenges in obtaining excellence?

To build a bank, wealth/asset manager from scratch on a green field site, with all the core systems and services needed, but in a way, those services would be built and run today. To build all the infrastructure needed as a flexible and extensible peer to peer services network, has taken some major investment and several years of development work. Our extensive multi-decade experience in building high end professional investment systems has certainly helped us a lot.

Our customers are regularly impressed with what we have built and how easy it is now for them to build and integrate the much needed digital investment offerings for their clients using our platform.

We certainly could not have done it without our extensive and long-standing, hands-on industry experience. For real business applications, just an innovative idea is not enough. One also needs to know how to make things work with legacy infrastructure, that can usually not be just switched off but needs to be integrated.

In our previous jobs, we had time for a lot of trial and error that now benefits our customers through a no nonsense approach to building and integrating digital investment offerings.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

We hope to become the Amazon, eBay and AppStore for digital investment offerings.

What do you hope will be the main consequence of achieving these accolades?

We certainly hope that more potential clients will realise that theirs is a solution around that can help them become and stay competitive with their digital investment offerings quickly and easily.

What is the best way for clients to get started with your offering?

Just drop us a mail at info@quantstore.com to arrange a personal demo. ■



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WEALTHBRIEFING AWARDS SHOW STRENGTH AND DEPTH OF UBS WEALTH MANAGEMENT UK

James B. Broderick, Head UBS Wealth Management, UK & Jersey tells **Tom Burroughes** from *WealthBriefing* about the firm's engagement and growth in the face of volatile markets.

UBS Wealth Management provides investment advice and solutions to serve wealthy families, entrepreneurs, executives and charities to protect and grow their assets. We have a network of seven regional offices in the UK, with assets under management of £31.68 billion.

Our high net worth assets under management increased by £918 million in 2015. At the *WealthBriefing* European Awards 2016, UBS Wealth Management was honoured to win in the following categories: Wealth Planning Team, High Net Worth Team, International Clients Team and Women in Wealth Management (Susan Ward).

What set you apart from your peers this year?

As a pure wealth manager, our clients benefit from a large, experienced team at their disposal. We take pride in our holistic view of our clients' wealth needs. Our commitment in planning and understanding clients' financial lifecycle, life goals and behavioural triggers means that we are constantly by our clients' sides, leading to much deeper, more meaningful relationships.

Our long-term approach, ability to build deep, long-lasting relationships and attention to detail has been cited as markedly different to our wealth peers. A key contributor to the firm's value proposition and reputation as a trusted advisor is our global Chief Investment Office (CIO). The CIO content is globally recognised for its comprehensive and effective investment insights and continues to be a compelling differentiator for the firm. Our clients also put a premium on the fact that we are often their lead adviser alongside their lawyer and accountant, driving the pace of change and corralling their advisory group into action.

Our annual client survey is testament to the firm going from strength to strength despite challenging market conditions, where 67 per cent of clients rated us as extremely and very satisfied in 2015, with our net promoter score (NPS) reaching an all-time high of +22.

How have your colleagues contributed to the success of your organisation?

We have a strong, dedicated team of client advisors, specialists and support functions who band together to bring our clients a best-in-class service. Our CIO office works tirelessly to deliver timely commentary on the markets with their comprehensive coverage of the General Election and the EU Referendum being their most notable work in the past year. A significant amount of time and resources are being spent on enhancing the client experience, in which digital channels and techniques play a big role, driven by marketing.

Our wealth planning team has built an extensive network of professional advisors that allow us to work collaboratively to deliver the best outcomes for our clients. The expertise of our wealth planners and broad jurisdictional cover continues to be very valuable when dealing with complex families with wealth in more than one jurisdiction. The team has been instrumental in shaping the bank's approach to the new world for resident non domiciled individuals, and has been very successful in growing business through referrals.

Susan Ward, head of the Global Family Office Group, UK, won the Women in Wealth Management award which is a testament to the hardworking women at the helm of the firm balancing career and family, and a great example of the importance of diversity in driving a successful organisation.

In which areas are you improving and developing?

Notable strides have been made in the digital arena at UBS Wealth Management in the past year or so. The UK has embraced effective day-to-day social media activity, using UBS and external channels, particularly around key events, to further drive engagement.

The UK has piloted on LinkedIn a system which allows client-facing employees to speak confidently to followers, in accordance with our brand objectives. Our thought leadership output is extensive and we are reshaping the way we communicate to clients via thought-leading events.

A recent highlight was an event at the McClaren Thought Leadership Centre, where guests were invited to the state-of-the-art, high tech home of McClaren, to hear UBS experts and external influencers discuss trends shaping the world and investment strategies for the future. In the past year we have also carefully developed client councils to ensure that all client outcomes are cared for and we maintain a client-centric organisation.

What do you hope will be the main consequence of achieving this accolade?

We work with pride and integrity and hope the awards serve as a platform to showcase these values and bolster our reputation globally.

As the world's largest wealth manager, we are grateful to be continually recognised as industry leaders and hope it builds confidence amongst our current relationships as well as attract new business.

We will endeavour to continue to add value to our clients and achieve even greater client satisfaction results. ■

"WE WORK WITH **PRIDE** AND **INTEGRITY** AND HOPE THE AWARDS
SERVE AS A PLATFORM TO SHOWCASE THESE **VALUES** AND
BOLSTER OUR REPUTATION GLOBALLY."

THE WEALTHBRIEFING EUROPEAN AWARDS WINNERS 2016

WEALTH MANAGEMENT TECHNOLOGY CATEGORIES *(open to any organisation)*

BEST IMPLEMENTATION OF A TECHNOLOGY SOLUTION



ON-BOARDING



RISK PROFILING SOLUTION



INNOVATIVE CLIENT SOLUTION – TECH COMPANIES ONLY



RISK MANAGEMENT



INNOVATIVE CLIENT SOLUTION – FINANCIAL ADVISORY COMPANIES



CRM SYSTEM



Software Solutions for
Wealth & Asset Management



EUROPEAN PRIVATE BANKING CATEGORIES

OVERALL EUROPEAN PRIVATE BANK



BEST PRIVATE BANK – CLIENT SERVICE



UHNW TEAM



BEST PRIVATE BANK – TALENT MANAGEMENT



WEALTH MANAGEMENT TECHNOLOGY CATEGORIES *(open to technology vendors only)*

FRONT OFFICE SOLUTION



CLIENT COMMUNICATIONS AND REPORTING



TRANSACTION PROCESSING SOLUTION



OUTSOURCING SOLUTION



PORTFOLIO MANAGEMENT



COMPLIANCE



UK PRIVATE BANKING CATEGORIES

OVERALL UK PRIVATE BANK



UHNW TEAM



INTERNATIONAL CLIENTS TEAM



WEALTH PLANNING TEAM



HNW TEAM



BEST PRIVATE BANK – CLIENT SERVICE





INVESTMENT MANAGEMENT CATEGORIES

SPECIALIST WEALTH/PRIVATE INVESTMENT MANAGER
– UNDER £5 BILLION AUM

PLATFORM PROVIDER - EDITOR'S AWARD

SPECIALIST WEALTH/PRIVATE INVESTMENT
MANAGER – OVER £5 BILLION AUM

PRIVATE INVESTMENT OFFICE/MULTI-FAMILY OFFICE



Investment Office



INVESTMENT PRODUCT PROVIDER



ETF PROVIDER



ALTERNATIVE INVESTMENT MANAGER



MARKETING / PR CATEGORIES

BEST MARKETING CAMPAIGN
(ONLINE, PRINT, BRAND LAUNCH/RELAUNCH)

BEST PR PROGRAMME



PRIVATE CLIENT CATEGORIES

PRIVATE CLIENT LAW FIRM

TaylorWessing



PENSIONS ADVISOR OF THE YEAR

SAUNDERSON
HOUSE



OFFSHORE LAW FIRM

COLLAS • CRILL



PHILANTHROPY OFFERING

Coutts



PRIVATE CLIENT LAWYER

ANDREW HINE

TaylorWessing



INDEPENDENT TRUST OR FIDUCIARY COMPANY

Saffery Champness
REGISTERED FIDUCIARIES



FAMILY LAW LEGAL TEAM – EDITOR'S AWARD

Kingsley
Napley



HIGHLY COMMENDED

UK PRIVATE BANKING CATEGORIES OVERALL UK PRIVATE BANK

C. Hoare & Co.
PRIVATE BANKERS SINCE 1672



PRIVATE CLIENT CATEGORIES PHILANTHROPY OFFERING



National
Philanthropic
Trust

Your partner in giving



INVESTMENT MANAGEMENT CATEGORIES SPECIALIST WEALTH/PRIVATE INVESTMENT MANAGER – UNDER £5 BILLION AUM

Heartwood
Investment Management

Part of the Handelsbanken Group



OTHER WEALTH MANAGEMENT CATEGORIES

INTERNATIONAL FINANCE CENTRE



OUTSTANDING CONTRIBUTION TO WEALTH MANAGEMENT THOUGHT LEADERSHIP



GLOBAL CUSTODIAN



WOMEN IN WEALTH MANAGEMENT

SUSAN WARD



RISING STAR

FREDDIE LOWER



JAMES MEE



LIFETIME ACHIEVEMENT

DAVID LOUGH



LEADING INDIVIDUAL (ADVISORS)

DAVID KILSHAW



LEADING INDIVIDUAL (BANKERS)

ROB MCINTYRE



ATTENDEE LIST

The *WealthBriefing* European Awards 2016

A

ABN AMRO Private Banking
Absolute Return Strategies
ACPI Investments
Albert E Sharp
Appleby Fiduciary Partners
Apprecie
Appway
Ardan International
Aspinalls
Aurum Funds Limited
Avaloq UK

B

Backstop Solutions Group
Baker & McKenzie Zurich
Bank Julius Baer
Banque Paris Bertrand Sturdza
Barclays Wealth & Investment Management
BBC
BDO
Beaufort Securities
Bedell Cristin
Berenberg
Best Invest
BITA Risk
Blackrock
Blick Rothenberg
Blochamps
Bloomberg
BNP Paribas Wealth Management
Boodle Hatfield
Bordier & Cie
Boston Multi Family Office
Brewin Dolphin
Brewin SL
BRT
Butterfield Trust

C

C Hoare & Co
Cadell + Co
Canaccord Genuity Wealth Management
Capco
Castellain Capital
CBH Europe
Charities Aid Foundation
Charles River Development
Chawker & Co
Citi Private Bank
City Wealth
Close Brothers Asset Management
Collas Crill
Coombe Advisors
Coutts & Co
Credo
CS Global Partners

D

Deloitte
Deutsche AWM
Din Consultants
Distribution Technology
Dorsum

E

EFG Asset Management
Elian
Enhance
ERI Banking Software
Erste
ETF Securities
European Banking Authority
Expersoft Systems
EY

F

Fairmort Consulting
Falcon Investment Management
FinanceMalta
Finantix
FIS Global
FNZ
FORE Partnership
Fortune

G

Garnham Family Office Services
Gibraltar Finance
Gibraltar Finance Centre (through Ramparts)
Goldman Sachs
Guernsey International Finance Centre

H

Hassium Asset Management
Heartwood Investment Management
Henderson Rowe
Highworth Research
HSBC
HSBC Alternative Investments
HSBC Private Bank

I

IAWMC
IFDS
Imperium
International Wealth Management Consultant
InvestCloud
Investec Bank
Investec Wealth & Investment

J

Jersey
JHC Systems
JM Finn & Co
JP Morgan Private Bank
JTC

K

K2
Kingsley Napley
KlarityRisk
Knadel
KPMG

L

Lidster
Lombard International Assurance
London & Capital

M

Macfarlanes
Maurice Turnor Gardner
Ministry for the Economy, Investment and Small Business
Misys
MMD

N

National Philanthropic Trust UK
New Quadrant Partners
Northern Trust
Novastone
NPG Wealth Management

O

Objectway
Oliver Wyman
Oracle Capital Group

P

Parkwell
Payne Hicks Beach Solicitors
Penningtons Manches
Pershing, a BNY Mellon Company
Platform Securities
Positive Alpha
Prism the Gift Fund
Profile Software
PwC

Q

Quantstore
Quibus Consulting
Qumram

R

Ramparts European Law Firm
Rathbones Bros
Rawlinson & Hunter
RBC Wealth Management
RiverPeak Wealth
Rothschild Wealth Management
Rowan Dartington
Royds

S

S&P MMD
Saffery Champness Registered Fiduciaries
Salamanca Group Trust & Fiduciary
Sales Kinetics
Salesforce
Sandaire Investment Office
Saunderson House
Scorpio Partnership
SEI Investments (Europe)
SG Hambros
SimCorp Coric
smartKYC
Smith & Williamson
Societe General Private Banking
Hambros
Societe Generale Private Banking
Societe Generale Securities Services
Sorbus Partners
SS&C Advent
St James's Place Wealth Management
Standard Life Wealth
Stanhope Capital
Stephenson Harwood
Sulger-Buel Lovell Gallery

T

Taylor Wessing
The Cure Parkinson's Trust
The Wealth Management Association
Tilney Bestinvest
Tindco Financial Services
Trusted Family

U

UBS Asset Management
UBS Wealth Management
UK Marketing Consultant
Union Bancaire Privée

V

Vanguard Asset Management
Vermillion Software

W

Walbrook Partners
Waverton Investment Management
Wedlake Bell
Whitefoord
Wilsons
Wisdom Council
WisdomTree Europe
Wise Investments

THANK YOU

OUR THANKS GO TO THE FOLLOWING FOR ALL THEIR HELP AND GENEROUS SUPPORT
IN MAKING OUR *WEALTHBRIEFING* EUROPEAN AWARDS OF 2016 A HUGE SUCCESS





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