

IX Congreso Estratégico
de Tecnología CL@B y
Mercadeo Financiero - 2009



Hotel Intercontinental, Miami, Florida
Agosto 24, 25 y 26 de 2009

ORGANIZA:::



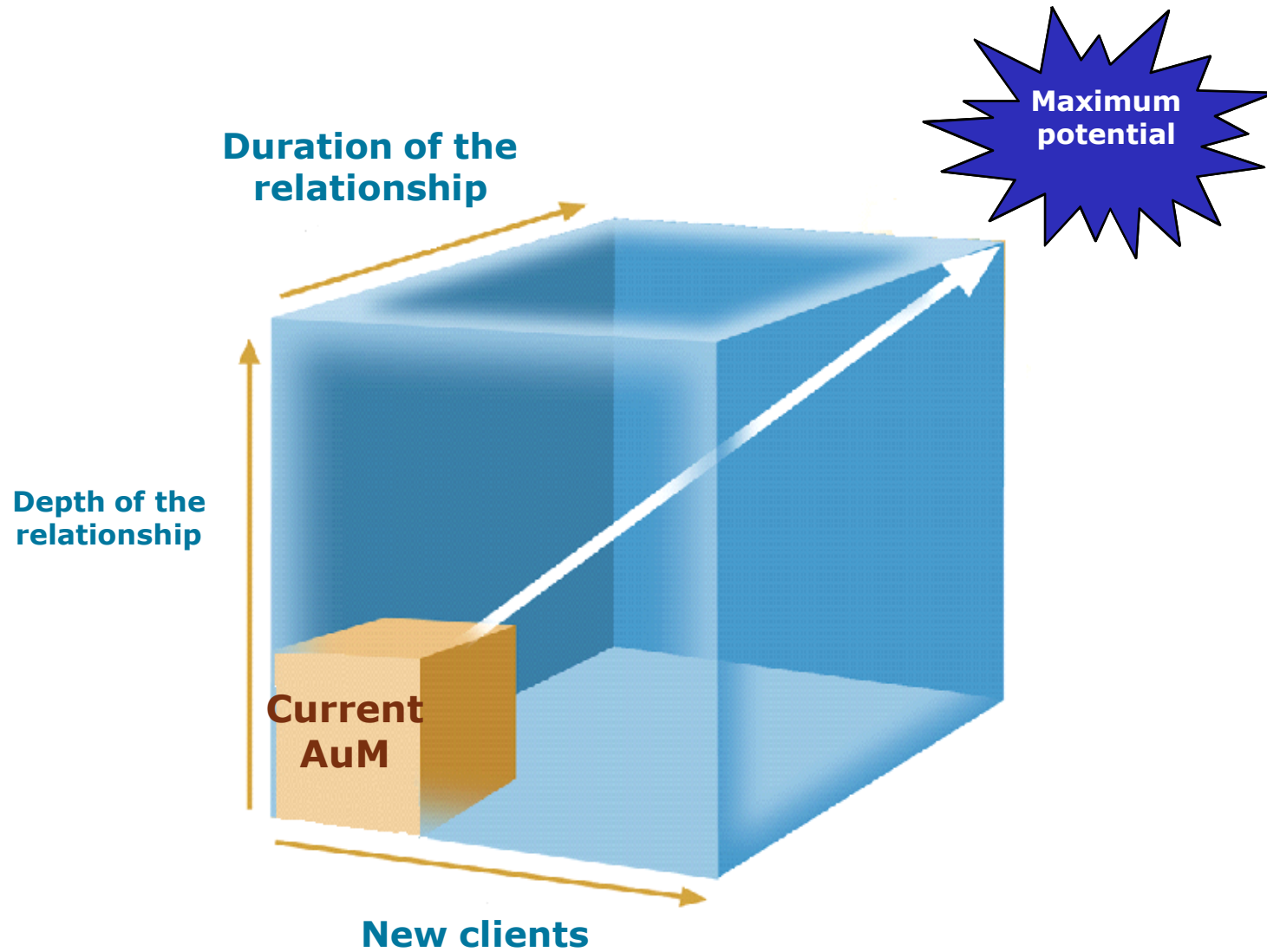
FELABAN

FEDERACION LATINOAMERICANA DE BANCOS

Client Acquisition and Retention “Hunters vs Gatherers”

Enrique Ramos O'Reilly

The goal: maximising revenues



❖ **Rich content**

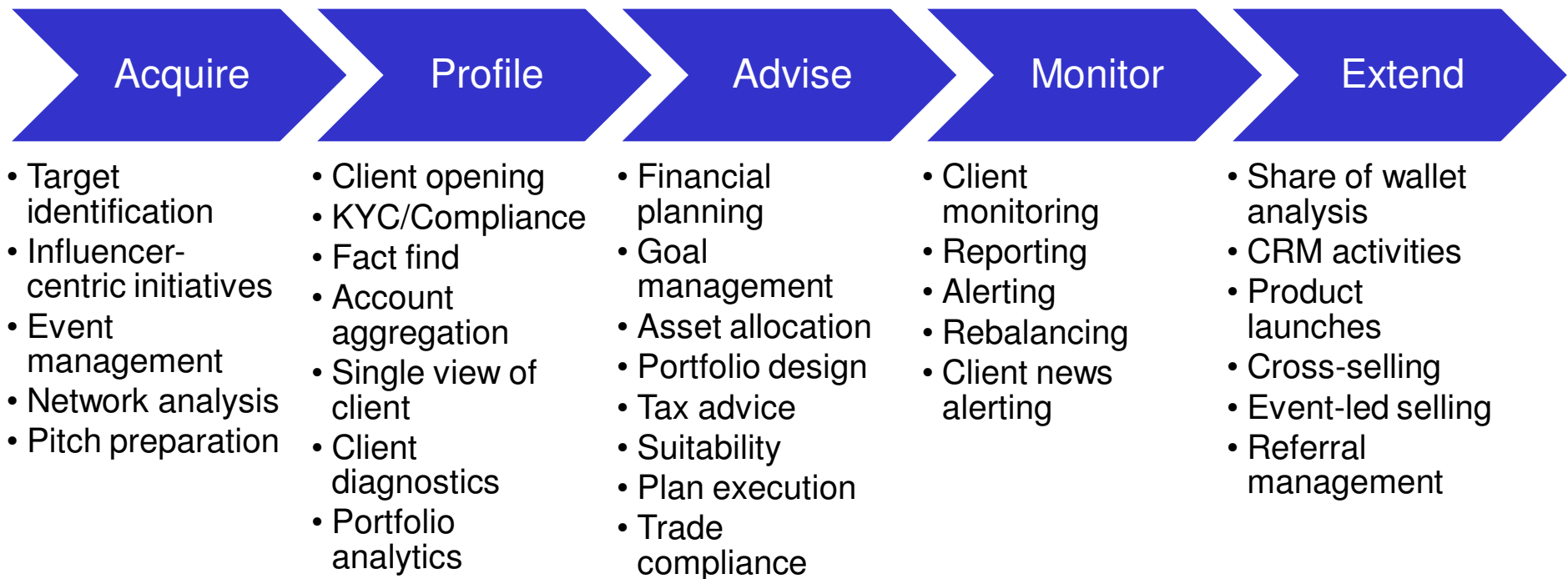
- a holistic advisory approach
- added-value services
- innovative products
- world-class model portfolios
- contextual information

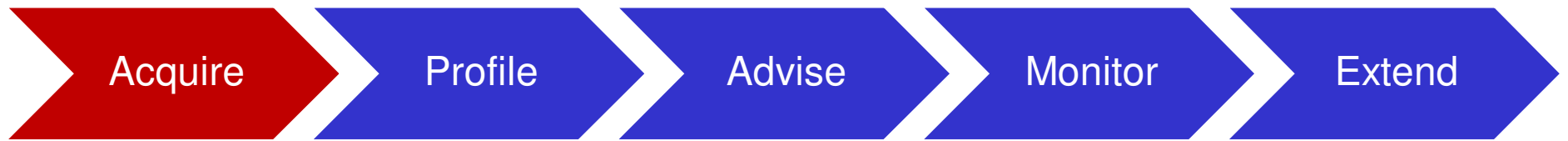
❖ **Process-orientation**

- Client acquisition
- Advisory
- Compliance
- Best practices as processes

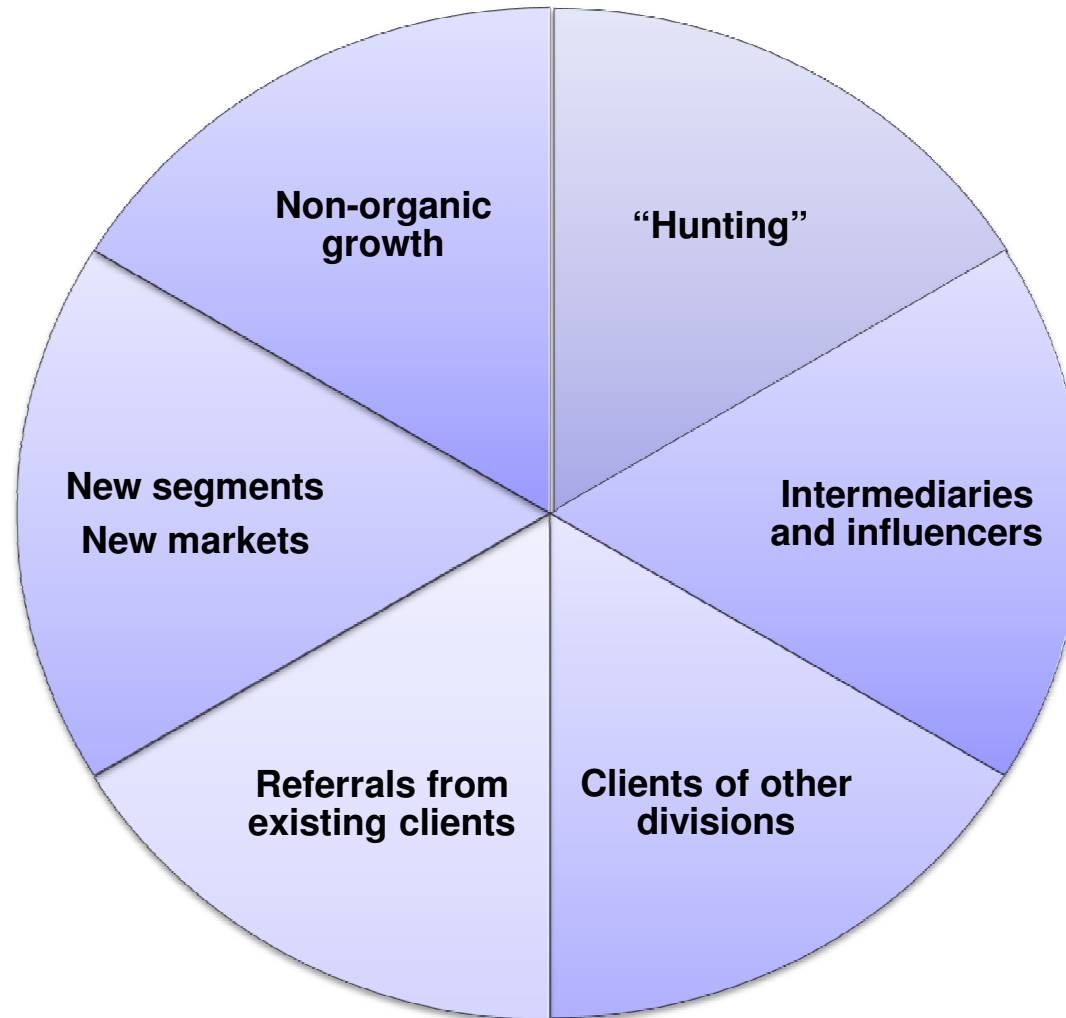
❖ **Ability to address new segments and new markets**

The client value-cycle from a bank's perspective





Sources of new clients in wealth management



Source: Datamonitor: Customer Acquisition and Retention in European Wealth Management 2006

Sources of new clients in wealth management



Hunting via timely identification of targets

Sources



DETECT

Liquidity events
Transitions

Entrepreneurs
selling equity

Owners of growing
companies

Emerging
corporate execs

Retiring
corporate execs

Rising
stars

Top
professionals

Target types

Screening a broad range of sources in various languages and regions

- Newspapers
- Tabloids
- Local press
- Trade publications
- Press releases
- Newsletters
- Corporate sites

The screenshot shows the Lenta.ru website interface. At the top, it displays the logo 'LENTA.RU Бизнес RU' and the text 'издание Rambler Media Group'. Below the logo, there are several news snippets in Russian, including one about 'Mostecké uhlí ovládají už jen tři lidé' and another about 'Očekávané privatizace'. The interface includes a sidebar with navigation options like 'Компа', 'На состо', 'Мосскен', 'занимае', 'Генераль', 'Востокт', 'занимал', and 'корпорат'. There are also several buttons for different languages and regions: DE, ES, CZ, IT, EN, NL, and FR.

DE ES

NL FR

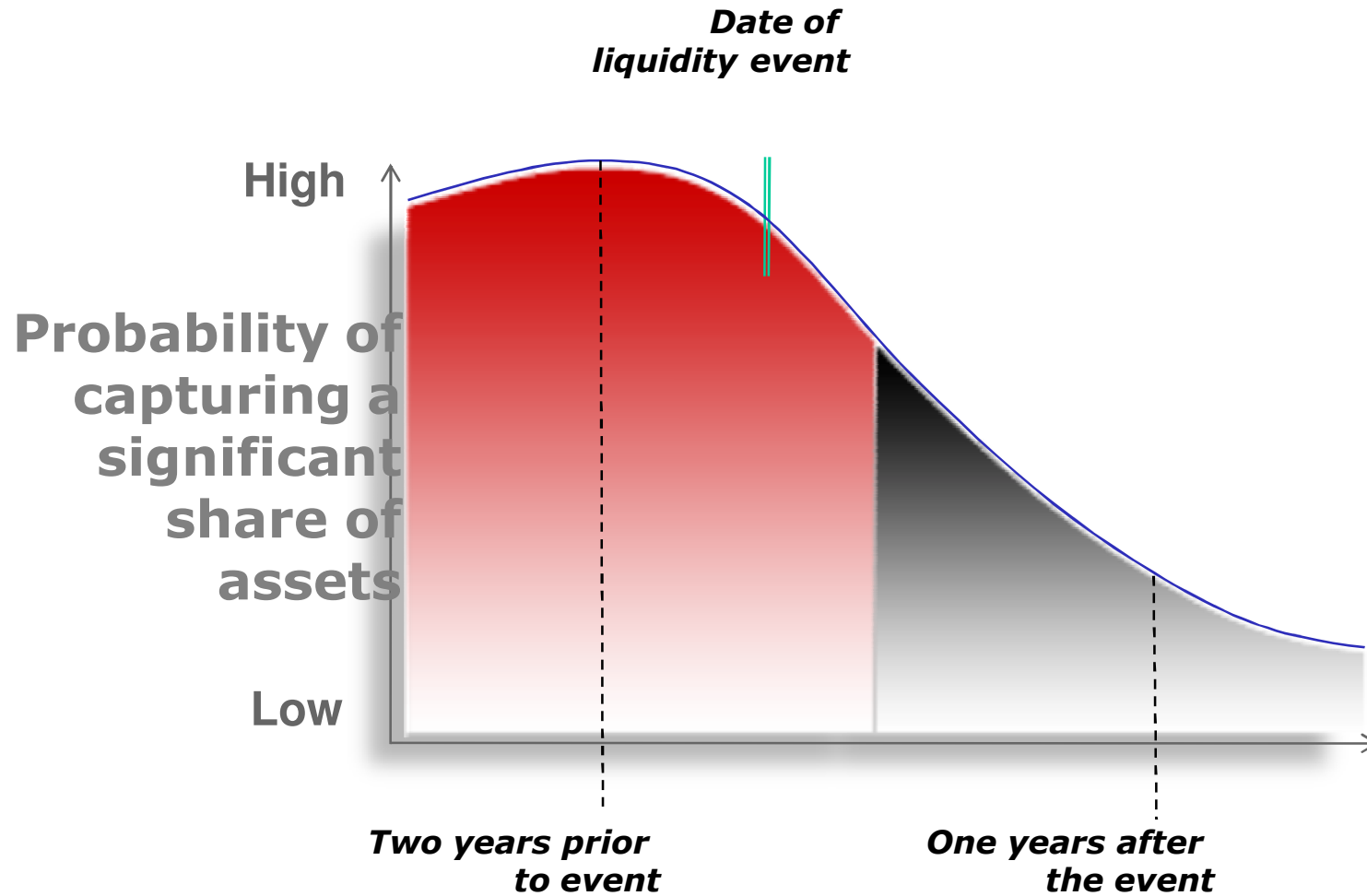
The screenshot shows the FT.com website interface. The main headline is 'Blakes Hotel sale nets £11m profit' by Jim Pickard, Property Correspondent. The article text reads: 'Former actress Anouska Hempel has sold Blakes – a London hotel favoured by fashionistas – at a profit of £11m (£23m) in just over a year. The minimalist hotel in South Kensington has been bought by a company called GuestInvest, which will sell each room to private investors for about £1m each. Blakes was opened by Ms Hempel, now an interior designer, and Sir Mark Weinberg, her husband, nearly three decades ago – some believe it was the world's first "boutique hotel" – and it became a magnet for celebrities. The pair sold it on to a Malaysian investor in 1997 but bought it back last summer for £23m. It is understood that the hotel is now changing hands again for about £34m. GuestInvest has pioneered the idea of selling hotel rooms to private investors in a new twist on buy-to-let. Under this model, buyers gain the right to sleep in the room for 52 nights of the year and rent them out to paying guests at other times. The company's first venture was Guesthouse West in Westbourne Grove in 2004. Since then it has bought two buildings in Paddington and Chiswick Street to convert into hotels. In recent years a number of other developers have introduced similar systems to raise equity funding upfront for their projects. Blakes, where rooms can cost up to £1,000 a night, is the most upmarket by far. Patrons are said to include Kate Moss, Gwyneth Paltrow and Diana Ross. GuestInvest said it would give first refusal on the sale of the rooms to regular guests. The company said yesterday that Sir Mark would retain a stake in the scheme and would take a place on the company's board. Ms Hempel – who appeared in the 1969 Bond film On Her Majesty's Secret Service – will advise on refurbishment. This will result in a cut in the number of bedrooms from 50 to 40.' The article includes a sidebar with 'EDITOR'S CHOICE' and 'BLOGS' sections.

Owners of growing companies

Da laboratorio in un garage di Modena a **fornitore leader** di soluzioni di software analitico. Con un parco clienti prestigioso tra cui spicca Microsoft e una tecnologia che rivoluzionerà il modo di utilizzare il Web. Abbiamo intervistato **Stefano Spaggiari**, amministratore delegato di **Expert System**.

La **Plast Wood** ha visto crescere il proprio fatturato da 1,4 milioni di Euro nel 2000, ai 23 milioni di Euro nel 2002 fino ai 37 milioni nel 2003. Un'azienda nata da un brevetto e dall'idea del proprio fondatore **Edoardo Tusacciu**, e cresciuta sulle basi di azzeccate strategie logistiche e commerciali di respiro internazionale. Oggi le esportazioni determinano l'85% del fatturato.

Early identification of liquidity events or timely identification of transitions yields better results



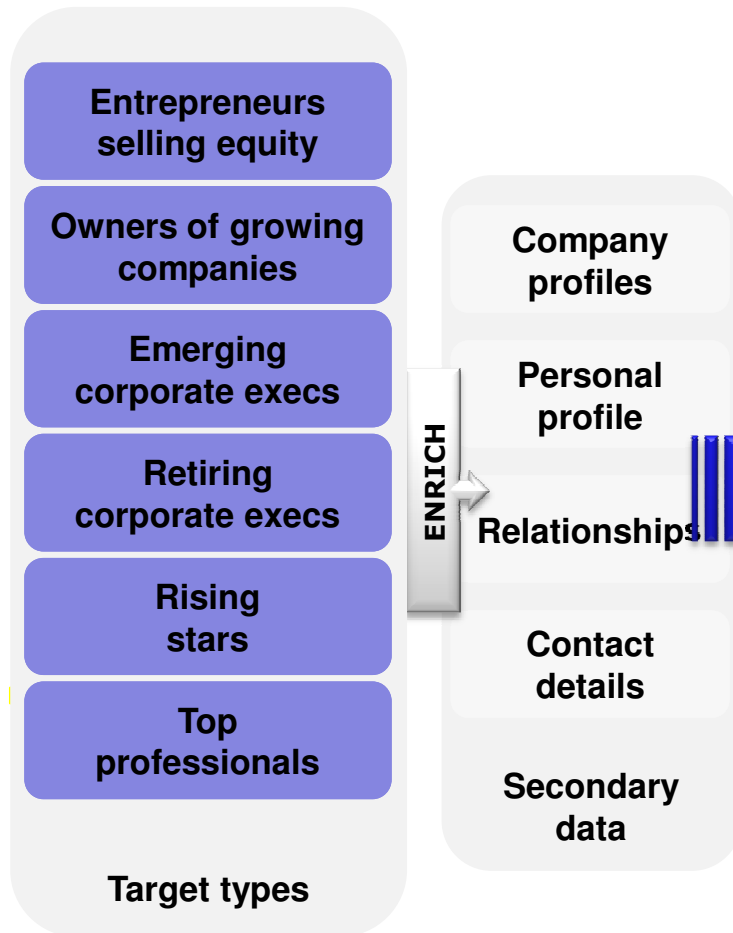
Yahoo! annuncia la nomina di Massimo Martini a general manager per l'Italia. Martini è stato AD di Yahoo! Italia dal 2004 e managing director di Kelkoo Italia da maggio del 2000, occupandosi principalmente del lancio della filiale italiana. In passato è stato e-business analyst e project manager in IBM, poi ha lavorato nel marketing di Infostrada e Planetnetwork.

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Secondo indiscrezioni circolate nei corridoi del calcio mercato la Juventus avrebbe fatto un'offerta per Vincenzo Fiorillo, attualmente terzo portiere della Sampdoria.

Il prossimo concerto proposto da Quadrato Magico è in programma per sabato 17 marzo con il cantautore romano Pino Marino astro emergente della nuova canzone d'autore italiana, attualmente ospite fisso nella tournée di Niccolò Fabi.

After aggregating relevant contextual information, target clients are published



Data aggregation and quality control

Home Business Liquidity Events Top Professionals My Leads Our Leads My Filters My Shopping Cart

Business Liquidity Events

« Showing results 1 - 25 of 167 » | Results per page: 25 | Apply Filter

add selected Leads to shopping cart

select: deselect all

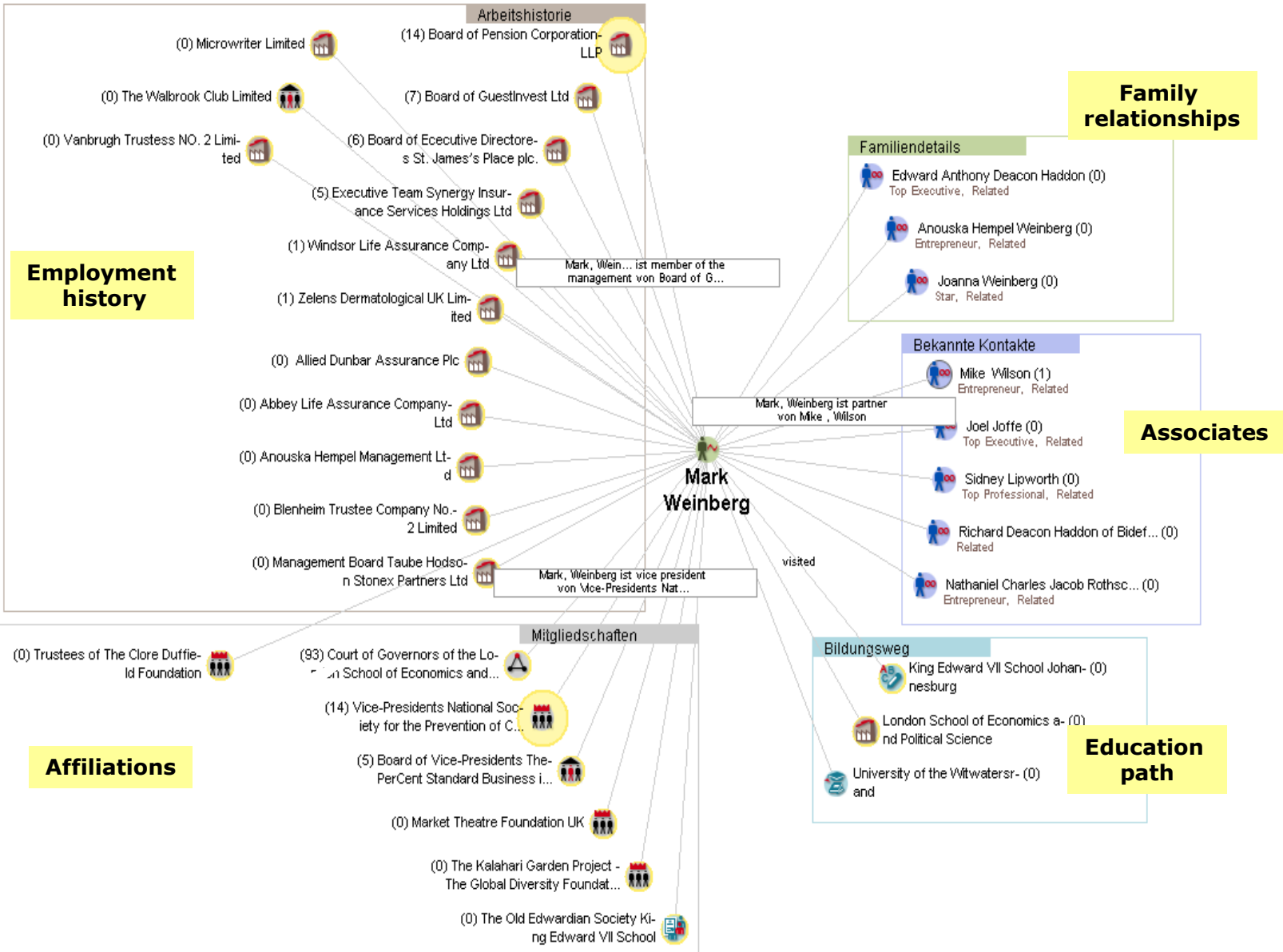
Lead	Vermögenszufluss	Event	Company	Price							
Options	Name	Postal Code	Country	Volume	Validity	Type	Date	Publish Date	Status	Legal Form	(#x) Sales Count
	Mr. Stache Lutz	03130	DE	€ 35.652.692	approved	M	03.2008	03.04.2008	<input checked="" type="checkbox"/>	SA	€ 149 (1x)
	Mr. Mihai Voiculescu	410605	RO	€ 17.347.307	approved	M	03.2008	03.04.2008	<input checked="" type="checkbox"/>	SA	€ 149 (1x)
	Mr. v. Kolář								<input checked="" type="checkbox"/>	NV	€ 149 (1x)
	Mr. J. Měk								<input checked="" type="checkbox"/>	NV	€ 149 (1x)
	Beneficiary								<input checked="" type="checkbox"/>	AG	€ 149 (0x)
	Private Address								<input checked="" type="checkbox"/>	GmbH	€ 149 (0x)

Beneficiary
 Name: Mr. Antonín Kolářek
 Street: Táborští 2219/12
 Postal Code: 42401
 City: Most
 Country: CZ

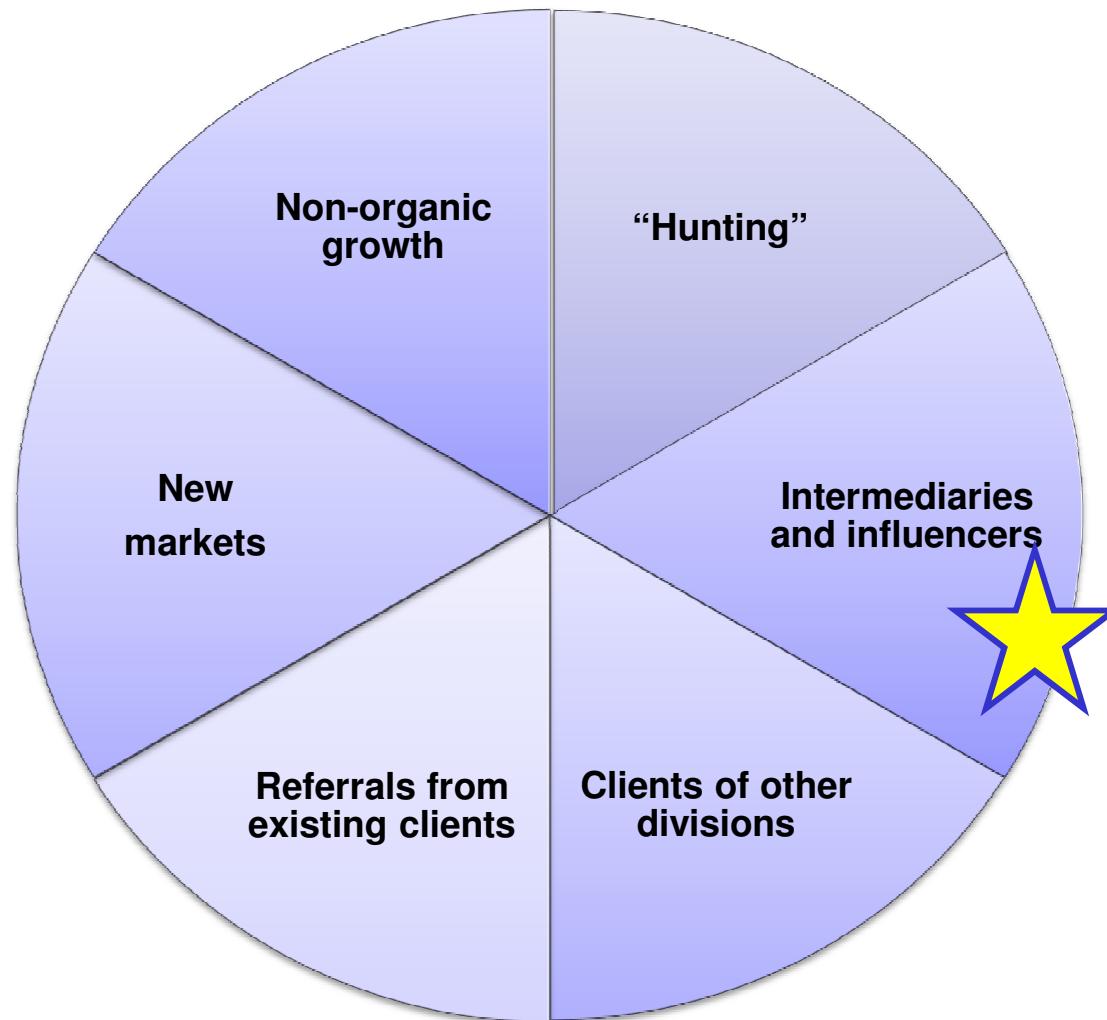
Private Address
 Name: Mr. Ján Molnár
 Street: Brestovská 52
 Postal Code: 06601
 City: Humenné
 Country: SK

Asset Gain
 Volume: € 229.350.677
 Validity: estimated
 Note:
 Content:
 URL:
 Share: 100,00%

Options	Shareholder	Investment	Invested since	Invested until	Share	Details
	Mr. Ján Molnár	MECOM AGRO, spol. s r.o. Humenné		03.2008	100,00%	
	Penta Investments, s.r.o.	MECOM AGRO, spol. s r.o. Humenné	03.2008		100,00%	



Sources of new clients in wealth management



Prospect

Prospect
 (0) Gerald Ronson
 Top Executive, Client

Client

(31) Mark Weinberg
 Entrepreneur, Prospect

National Society for the Prevention of Cruelty to Children

Vice-Presidents National ... hat
 vice president Gerald, Ronson

Vice-Presidents National ... hat
 vice president John, Norton

(0) John Norton
 Top Professional, Prospect

Vice-Presidents National ... hat
 vice president Maya, Angelou

Vice-Presidents National ... hat
 vice president Margot, Smith

Weitere

- Dr. Maya Angelou (0)
Top Professional, Related
- Mary Birkbeck (0)
Top Executive, Related
- CVO Moyra Campbell (0)
Top Executive, Related
- Susan Dale (0)
Top Executive, Related
- MBE DL Jenny M Farr (0)
Top Executive, Related
- Jim Harding (0)
Top Professional, Related
- Hugh Lawston Johnstone (0)
Top Executive, Related
- CBE Maurice Christopher Laing (0)
Top Executive, Related
- CBE J Pickett (0)
Top Executive, Related
- Pamela Rose (0)
Top Executive, Related
- Roger Simms (0)
Top Executive, Related
- DBE Margot Smith (0)
Top Executive, Related

Other parties

Organisationsstruktur
 (1) St. James's Place plc.

Weitere

- Mike Wilson (1)
Entrepreneur, Related
- David Bellamy (0)
Top Executive, Related
- Ian Gascoigne (0)
Top Executive, Related
- David Lamb (0)
Top Executive, Related
- Andrew Croft (0)
Top Executive, Related

Board of St. James's Place plc.

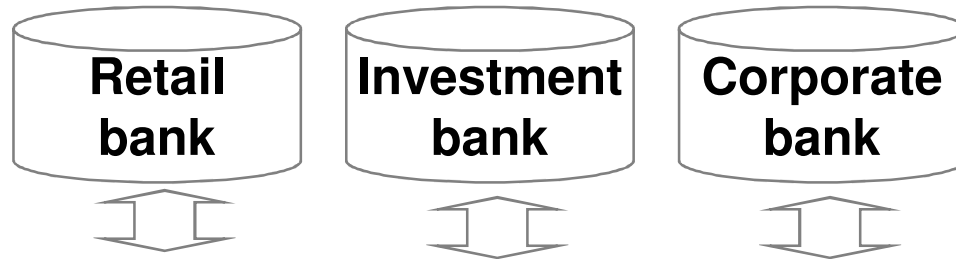
Client
 Mark Weinberg (31)
 Entrepreneur, Prospect

Clients

Influencers/multipliers

Sources of new clients in wealth management





Variable definition (Client data)

Name	Weight	Value range
Age	5	20 < Age <= 30; 30

Target definition (Score / Type / Thr)

Name	Type	Threshold
Client score	Sociological Score	TR <= 30 (BAD); TR >

Rules

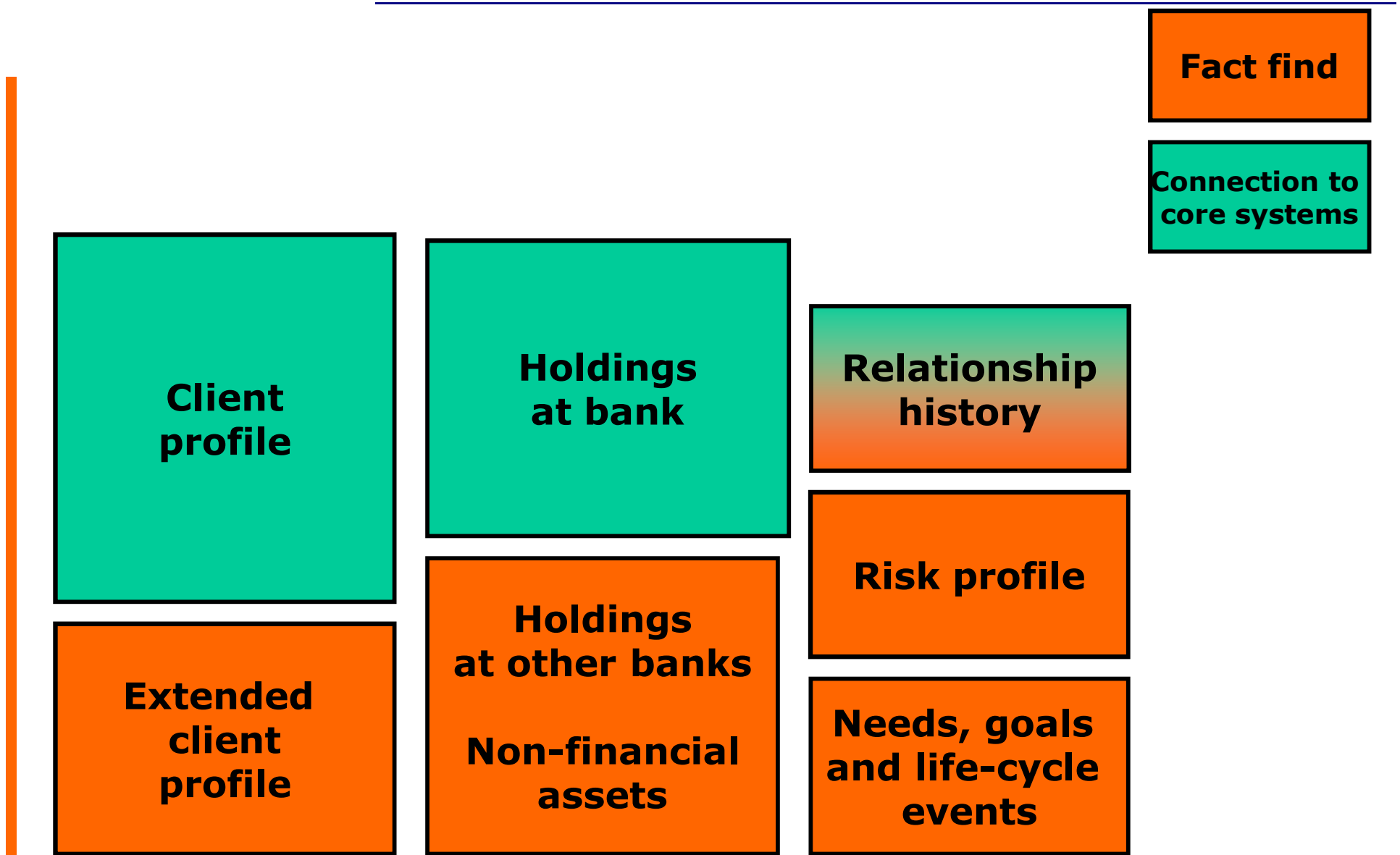
Condition	Valuation
If age in range (30-40)	+3

Variables

Years at address	0-2 years	3-5 years	6-10 years	more than 11 years			
Classification	Own	Rent					
Years on job	0-2 years	3-5 years	6-10 years	more than 11 years	Not on job		
Debt ratio	Below 15	Between 16-25	Between 26-35	more than 36			
Months	0-20%	21-30%	31-40%	41-50%	51-60%	more than 60%	
Age	0-20	21-30	31-40	41-50	51-60	61-70	71-80
customer score	No customer	1-2 years	3-5 years	6-10 years	more than 10 years		



Client profiling



Fact find: atomic building blocks and joint interviews

Client: 200294 - Sue Allan (prospect) | [Profile / Planning](#) | [Change](#)

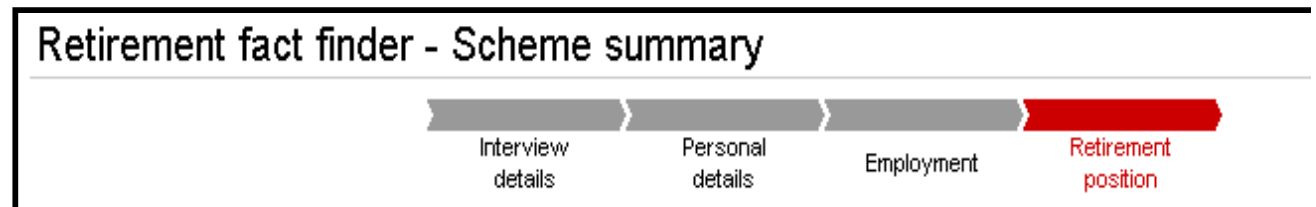
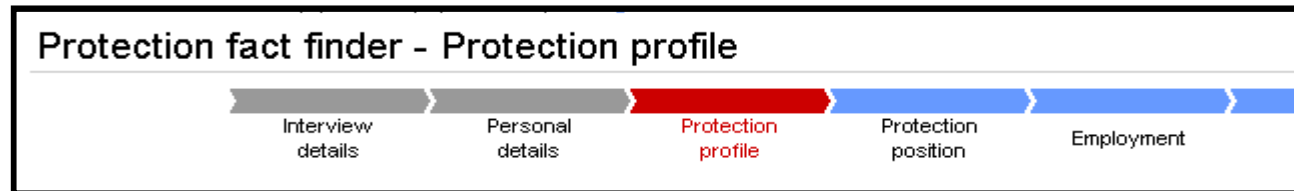
Protection fact finder - Personal details



	Applicant	Partner
Title:	<input type="text" value="Mrs"/>	<input type="text" value="Mr"/>
First name:	<input type="text" value="Sue"/>	<input type="text" value="Sue"/>
Surname:	<input type="text" value="Allan"/>	<input type="text" value="John"/>
Home address:	<input type="text" value="27 NELSON Street"/>	<input type="text" value="27 NELSON Street"/>
Home city:	<input type="text" value="LONDON"/>	<input type="text" value="LONDON"/>
Home postcode:	<input type="text" value="KK30 EH3"/>	<input type="text" value="KK30 EH3"/>
Home phone:	<input type="text" value="02 345 5678"/>	<input type="text" value="02 345 5678"/>
Work phone:	<input type="text" value="02 567 8900"/>	<input type="text" value="02 567 8900"/>
Mobile:	<input type="text"/>	<input type="text"/>
Fax:	<input type="text"/>	<input type="text"/>
Email:	<input type="text"/>	<input type="text"/>
Date of birth:	<input type="text" value="09"/> <input type="text" value="01"/> <input type="text" value="1972"/>	<input type="text" value="26"/> <input type="text" value="11"/> <input type="text" value="1967"/>
Place of birth:	<input type="text" value="LONDON"/>	<input type="text" value="LONDON"/>
Marital status:	<input type="text" value="Married"/>	<input type="text" value="Married"/>
UK resident for tax purposes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Domicile address:	<input type="text"/>	<input type="text"/>
Domicile city:	<input type="text"/>	<input type="text"/>
Domicile postcode:	<input type="text"/>	<input type="text"/>
Sex:	<input type="text" value="Female"/>	<input type="text" value="Male"/>
Notes:	<input type="text"/>	<input type="text"/>

Fact find building blocks: off-the-shelf atomic elements

- ❑ Interview details
- ❑ Personal details
- ❑ Family details
- ❑ Employment info
- ❑ Document capture
- ❑ Source of funds
- ❑ Inheritance status
- ❑ Income structure
- ❑ Expenses
- ❑ Preferences
- ❑ Health status
- ❑ Protection position
- ❑ Priorities and goals
- ❑ Attitude to risk
- ❑ Asset capture (for each asset class)
- ❑ Compliance steps
- ❑ ...



Single client view

Client	Wealth	At bank	Assets share (%)	Inv adv	Fin pla	Day perf (%)	Month perf (%)	Cash	Days since cont	VAR	Goal progress	Re bal	Com pliance	Ale rt	Act ion	Ne ws
Robert Grey	1,369	433	32	✓	✓	0.71	-1.34	49	35	0.15	■■■■■	!		!	!	!

Alerts

Instrument rules

Created on	Status	Parameter	Where	Operator	Value
11/03/2005	Active	CISCO SYSTEMS	Price	greater than	198

Portfolio rules

Created on	Status	Where	Operator	Value
10/03/2005	Active	Volatility	greater than	0.10

Priorities

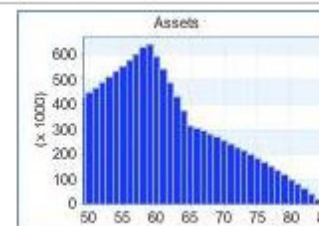
Area	Priority	Last review
Investment	■■■■■	25/03/06
Tax	■■■■■	25/03/06
Protection	■■■■■	03/12/04
Inheritance	■■■■■	25/03/06
Retirement	■■■■■	
Financing	■■■■■	

Position

ASSETS			433,727
Bank accounts	48,856	11.2%	
Term deposits	77,977	17.9%	
Funds	175,013	40.3%	
Capital protected notes	14,782	3.4%	
Shares	97,486	22.4%	
Bonds	11,500	2.6%	
Others	8,113	1.8%	

LIABILITIES			58,824
Loan	22,824	38.8%	
Mortgage	36,000	61.2%	

Projection



Tight linkage between enterprise representatives and wealthy individuals

Single Client View > Business information > Personal information

BUSINESS INFORMATION | POSITION | OBJECTIVES AND STATUS | DIRECTOR'S INFORMATION | OVERVIEW

SUMMARY | COMPANY INFORMATION | PERSONAL INFORMATION | ADVISORS | FINANCIAL INFORMATION | DOCUMENTS

Single view of SME

Representatives

Id	Name	Position	Date of birth	Health status	Smoker
200100	Connelly, Steve	Accountant	01/01/1900	Good health	No
109803	DeLong, Sandra	Secretary	01/01/1900		No
103073	Grey, Robert	Non operational	07/02/1963	Good health	No
200101	Moody, Jack	CFO	01/01/1900	Good health	No
109802	Smith, Roy	CEO	01/01/1900	Small problems	No

Directors

Id	Name
200101	Moody, Jack
109802	Smith, Roy

Authorised contacts

Id	Name	Position
200100	Connelly, Steve	Accountant
109803	DeLong, Sandra	Secretary
200101	Moody, Jack	
109802	Smith, Roy	

Shareholders

Id	Name	% owned
103073	Grey, Robert	30.0
200101	Moody, Jack	15.0
109802	Smith, Roy	55.0

Guarantors

Id	Name
103073	Grey, Robert

Single Client View > Profile > Relationships

PROFILE | PLANNING | INVESTMENT | NEWS | ORGANISATIONAL INFO

SUMMARY | BASIC | RELATIONSHIPS | OCCUPATION | TAX | HEALTH | INHERITANCE | OFFERS

Marital status: Married

Single view of individual client

Personal relationships

Name	Relationship	Gender	Date of birth	Dependent	Comment
Grey, Paula	Wife	Female	05/06/1969	No	<input type="button" value="X"/>
Grey, Richard	Son	Male	14/05/1986	Yes	<input type="button" value="X"/>
Grey, Elisabeth	Daughter	Female	02/12/1989	Yes	<input type="button" value="X"/>

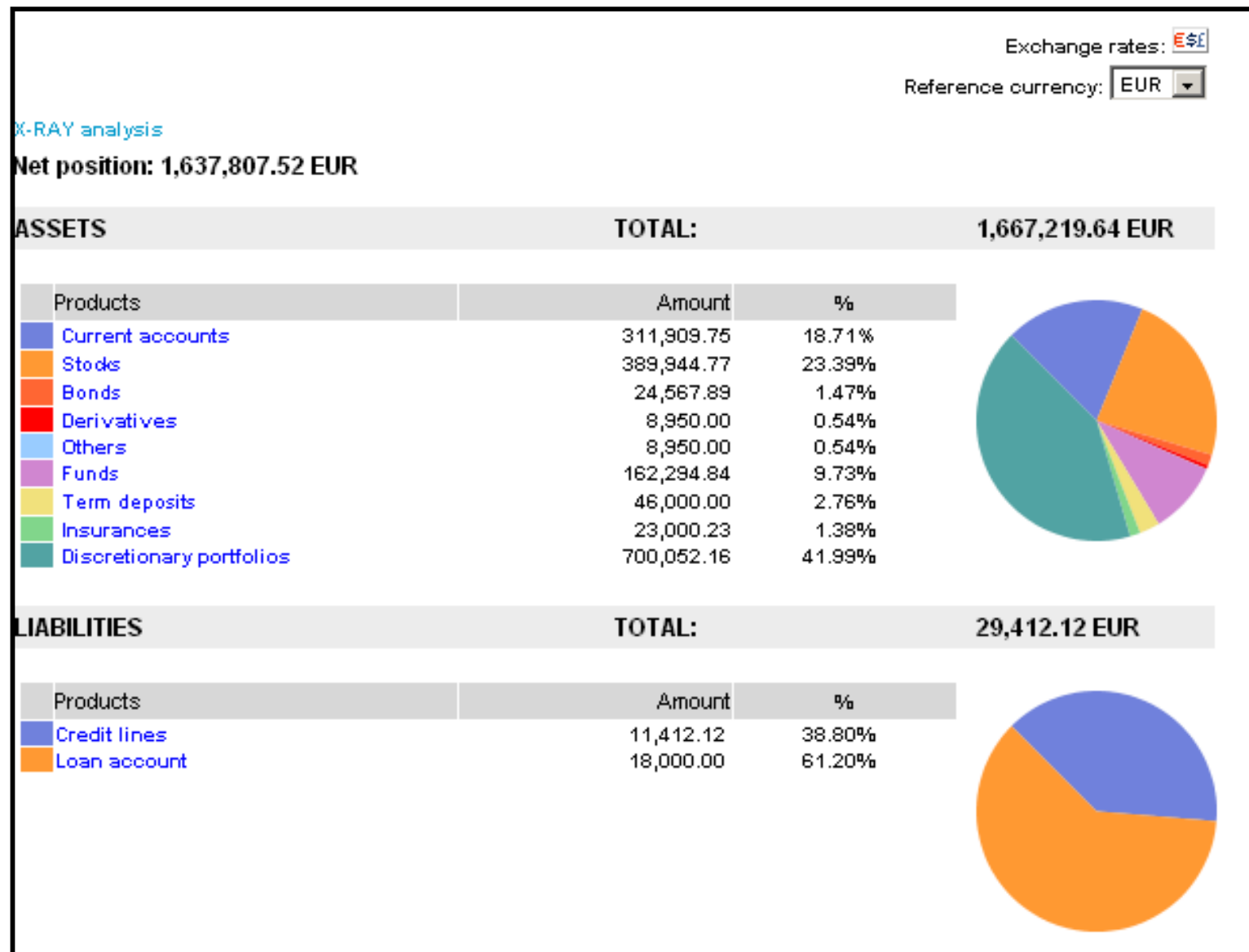
Corporate relationships

Company	Position	Representative	Director	Contact			Shareholder	% owned	Guarantor
				Authorised	Main	Role			
Italware UK plc	Non operational	Yes					Yes	30,0	Yes

Full balance sheet of client

ASSETS		1,427	LIABILITIES		58
Savings and investment		433	Loans		58
	Bank accounts	48		Loans	22
	Term deposits	77		Mortgages	36
	Funds	175		Credit cards	0
	Capital protected notes	14	Other		0
	Shares	97		Tax payable	0
	Bonds	11		Other	0
	Others	8	NET WORTH		1,369
Pension and insurance		0	Summary		
	Pension	0		ASSETS	LIABILITIES
	Insurance	0	Total	1,427	58
Property		754	With us	433	58
	Own use	400	Not with us	994	0
	Rented	354			
Other		240			
	Private equity	158			
	Alternatives	0			
	Art	82			
	Others	0			

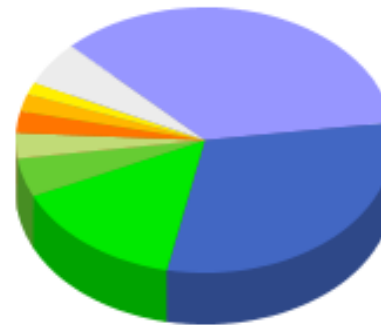
Client financial position



Financial position: x-ray analysis

By sector

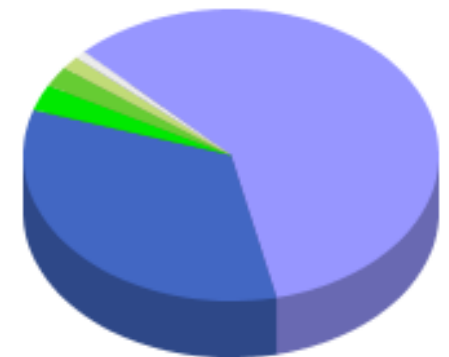
Name	Percentage	Amount
Banks	35.392 %	629,922.36
Information Tech	30.329 %	539,805.01
Corporate	14.852 %	264,343.78
Healthcare	4.704 %	83,714.36
Financials	3.098 %	55,131.27
Cash	2.628 %	46,773.19
Consumer Staples	2.135 %	38,001.03



- Electric Appliances
- Industrials
- Technology
- Telecom Svc
- Consumer

By currency

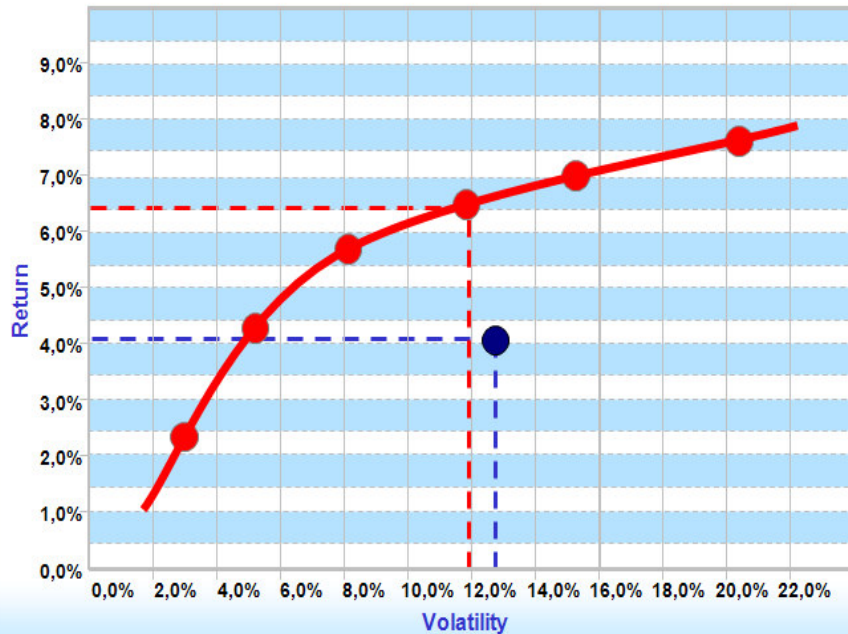
Name	Percentage	Amount
EURO	58.983 %	1,049,785.92
US DOLLAR	33.522 %	596,640.20
POUND STERLING	2.895 %	51,520.72
YEN	2.258 %	40,186.55
Not analyzable	1.484 %	26,412.85
OTHER	0.645 %	11,475.62
PORTUGUESE ESCUDO	0.214 %	3,800.00



Breakdowns are used for graphical analysis and diagnostics, client reporting, alerting (about violations of defined constraints) and portfolio rebalancing.

Portfolio and efficient frontier

Efficient Frontier VAR Comparison



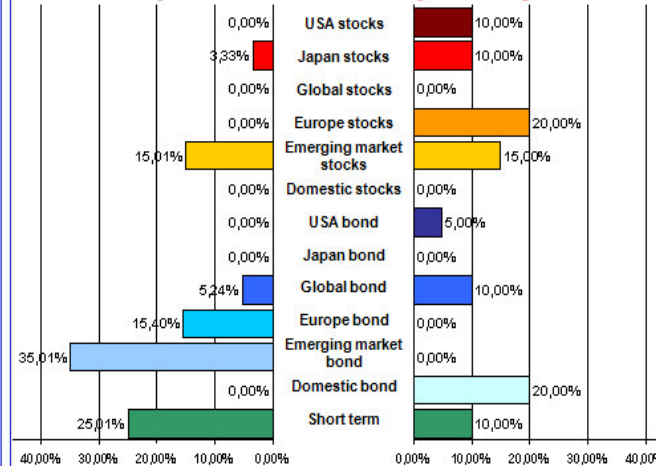
	RETURN	VOLATILITY	DIVERSIFICATION	VAR
● Current portfolio	4,01%	12,99%	11,06%	16,70%
● Optimal portfolio	6,36%	11,98%	27,04%	13,17%

Optimal Allocations

Current Portfolio	Asset	Optimal Portfolio
25,01%	Short term	10,00%
25,01%	Short term	10,00%
55,65%	Bond	35,00%
0,00%	Domestic bond	20,00%
35,01%	Emerging market bond	0,00%
15,40%	Europe bond	0,00%
5,24%	Global bond	10,00%
0,00%	Japan bond	0,00%
0,00%	USA bond	5,00%
18,34%	Stock	55,00%
0,00%	Domestic stocks	0,00%
15,01%	Emerging market stocks	15,00%
0,00%	Europe stocks	20,00%
0,00%	Global stocks	0,00%
3,33%	Japan stocks	10,00%
0,00%	USA stocks	10,00%

Current portfolio

Optimal portfolio



Client: 200374 - Gustav Müller

RM: 256012752 - John Gladstone

Diagnostics

ASSET STRUCTURE

Financial investment	3,405,899	50.0 %
Real investments	3,408,500	50.0 %
Low liquidity	3,341,255	49.0 %
Medium liquidity	858,800	12.6 %
High liquidity	2,614,344	38.4 %
Low risk	173,955	2.6 %
Medium risk	2,967,233	43.5 %
High risk	3,673,211	53.9 %
No tax	332,755	4.9 %
Low tax	5,629,211	82.6 %
Normal tax	852,433	12.5 %
Low return	446,200	6.5 %
Medium return	2,894,988	42.5 %
High return	3,473,211	51.0 %

RATIOS

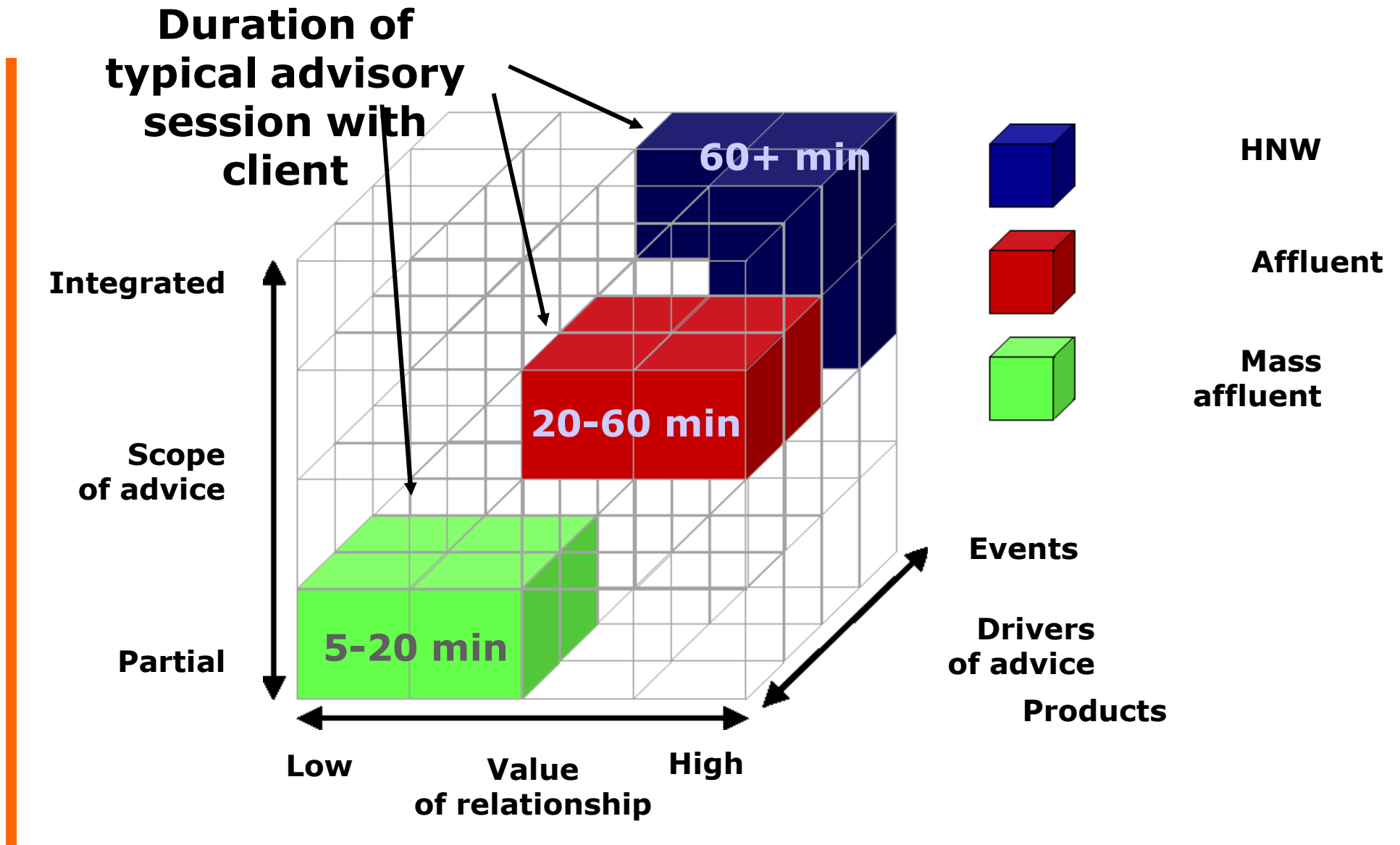
Property ratio	0	31.6 %
Debt ratio	0	7.2 %
Property financing ratio	0	23.8 %

LIQUIDITY STRUCTURE

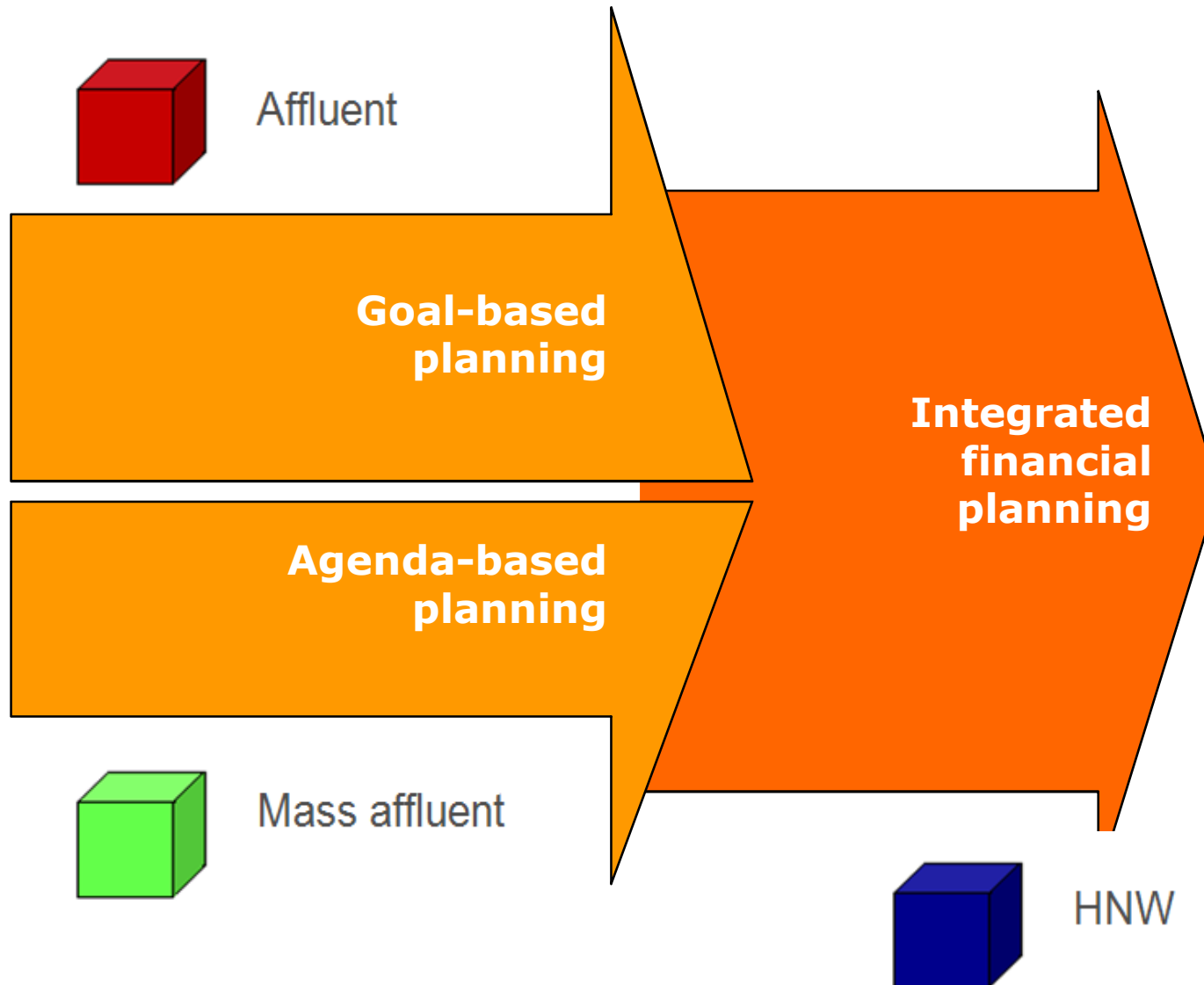
Total income	525,231	100.0 %
Taxes	277,555	52.8 %
Net income	247,676	47.2 %
Living expenses	98,000	39.6 %
Interest	28,577	11.5 %
Premiums	39,010	15.8 %
Other	0	0.0 %
Available income	82,089	33.1 %



*Differentiated, optimised advice approach
and processes for each segment*

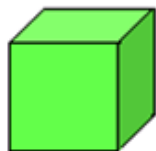


Options in investment advice and financial planning










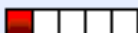
**Agenda-based
planning**



Mass affluent

Needs area overview

Priorities

	Score	Status	Advisory style	Last review	Next review
Investment		Already optimal	Full advice	20/03/2004	20/03/2005
Protection		Strong need of optimisation	Full advice		14/09/2004
Retirement		Optimisation potential	Limited advice		
Financing		No need	Execution only	20/03/2004	20/03/2005
Inheritance		Already optimal	Informed choice	20/03/2004	20/03/2005
Tax		No need	Informed choice	20/03/2004	20/03/2005

Quick advice and product recommendation

Prospect/client data collection

Basic | Family | Holdings at bank | Holdings at other banks

Id: 200374
 Name: Oustav Muller
 Address: Dampgasse 12
 City: Stuttgart
 Postcode:
 Home phone: 0711-6400739
 Work phone: 0711-76123112
 Mobile phone: 0172-654199
 Fax phone:
 E-mail 1: gustavmuller@aaho.com
 E-mail 1:
 E-mail 1:



Questionnaire

Time horizon
 How long is your investment time horizon?
 Less than 2 years

Future need
 Do you think you will need part of the invested capital in the next years?
 No

Retirement
 How far off is your retirement?
 Less than 5 years

Dependents
 Please specify the number of dependents you have.
 0

Risk & Performance
 Which one of this investment plans do you prefer?
 A

Investment Plan	Average Annualized	Best Case Scenario	Worst Case Scenario
Plan A	7.2 %	16.3 %	-5.6 %
Plan B	9.0 %	25.0 %	-12.1 %
Plan C	10.4 %	33.6 %	-18.2 %
Plan D	11.7 %	42.8 %	-24.0 %
Plan E	12.6 %	50.0 %	-28.2 %

Saving
 How much of your annual income goes to saving?
 < 10 %

Income
 Please specify your annual family income?
 Less than 10.000 €

Risk profiling

Saving

1 Enter the amount you wish to invest:
 Investment Amount EUR 100,000

2 Enter your tax rate and the returns you expect from the alternative investment:
 Tax Rate 50.0% 22.5%
 Gross Returns 25.0% 13.2%

3 Enter the withdrawal allowance and the rate and surcharge information from the savings:
 Withdrawal Allowance 50.0% 6.00%
 Interest Rates 7.00%
 Surcharge Charges 7.00%

Balance EUR 200,000
 Annuit EUR 20,029 Alternative EUR 16,569

The graph shows the net amount you will be able to withdraw after taxes and surcharge charges in each of the alternatives.

If it appears that the break-even point for the Annuity option is to become the better choice is at least 4.000 per. If you wish to withdraw your money before then, the alternative investment option appears to be better.

Savings Calculator | Next Steps | Growth Graph

1 Select a variable to solve for. 2 Enter another variable's slider or enter a numeric value to see how it changes your selected variable.

Number of Years 0 yrs 50 yrs 30 yrs
 Annual Return 0.000% 8.000%
 Opening Balance EUR 0 EUR 1,000,000 EUR 1,000
 Monthly Savings EUR 0 EUR 100,000 EUR 100
 Ending Balance * EUR 0 EUR 10,000,000 EUR 159,971.67
 Tax Rate 0% 50% 15%
 Compounding: Monthly

* Ending balance is before taxes. After taxes, your balance will be EUR 125,859. Please click the growth graph tab to see how your tax-deferred and taxed savings will grow over time.

Capital Increase/Purchase

Savings Investment 100,000
 Monthly saving 100
 Savings goal 500,000
 Investment period 1 year 13 years 30 years
 Model strategy Moderate conservative
 Short term Aggressive
 Probability to reach goal > 95%

75% Money market
 25% Stock market

Protection

Years Until Ret. 50yrs 100yrs

Annual Investment Amount EUR 50,000 EUR 6,293
 Annual Withdrawal EUR 50,000 EUR 29,392
 Annual Return 0.000% 25.000% 6.000%

Next Egg EUR 0

Product recommendation

MSDW Global Equity

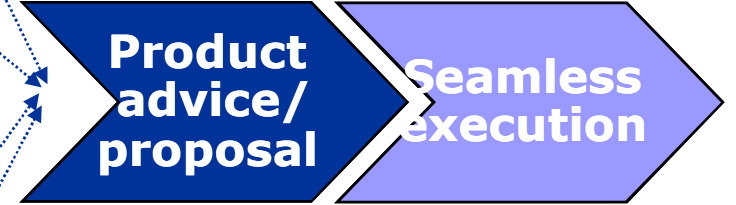
Name	Risk	YTD	1 Year	3 Years	Rating
MSDW Emerging Markets Debt	Low	-28.50	-19.40	-39.60	Low
MSDW Emerging Markets Equity	Low	3.50	-15.00	15.60	Low
MSDW Euro Strategic Bond	Low	3.00	3.70	11.10	Low
MSDW Euro Strategic Bond	Low	3.00	3.70	11.10	Low
MSDW European Value Equity	Low	-1.90	-4.30	-12.60	Low
MSDW Global Bond	Low	-32.30	-24.70	-	Low
MSDW Global Equity	Low	-27.70	-19.20	-36.80	Low
MSDW USA Equity	Low	-1.50	-15.00	-7.00	Low

General Characteristics | Performance & Risk | Portfolio | Sell-Buy Conditions | Documentation

term rate of return, measured in US dollars, through equity securities of companies listed on the world's Stock

Yr	1997	1998	1999	YTD	Sumul.	5 Yr. Growth of \$10,000
Global Equity	15.30	-5.30	30.20	11.23	118.69	21.8%
MSW Global Bond	15.30	-5.30	30.20	11.23	118.69	21.8%

Product details



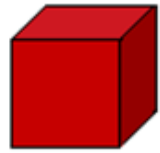
Printed Proposal

Current Portfolio

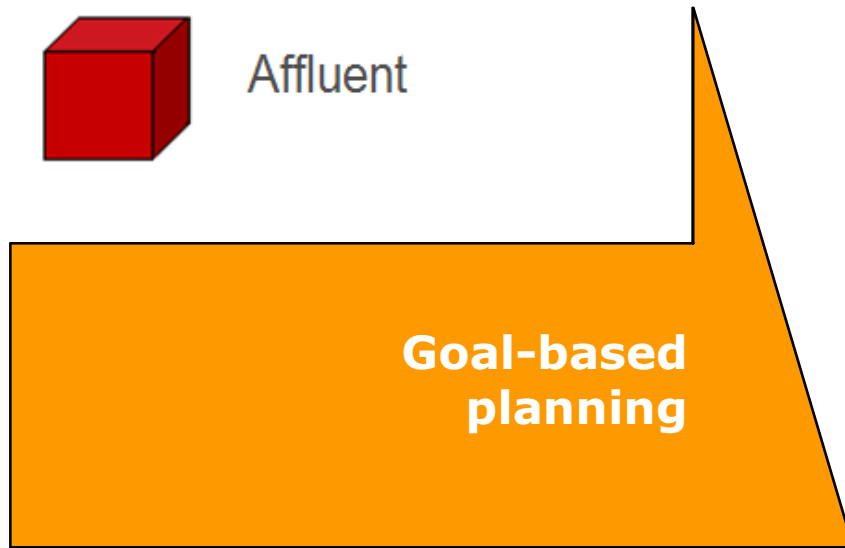
Name	Type	%	Amount	Last Update	Category
MSDW Global Equity	Equity	25.00	250,000.00	2000-11-17	Equity
MSDW Euro Strategic Bond	Bond	25.00	250,000.00	2000-11-17	Bond
MSDW USA Equity	Equity	25.00	250,000.00	2000-11-17	Equity
MSDW Emerging Markets Equity	Equity	25.00	250,000.00	2000-11-17	Equity

Breakdown

- By Asset Class: Equity 75.00%, Bond 25.00%
- By Industry: Global 100.00%
- By Risk Level: Low 100.00%
- By Duration: 1-3 Years 100.00%

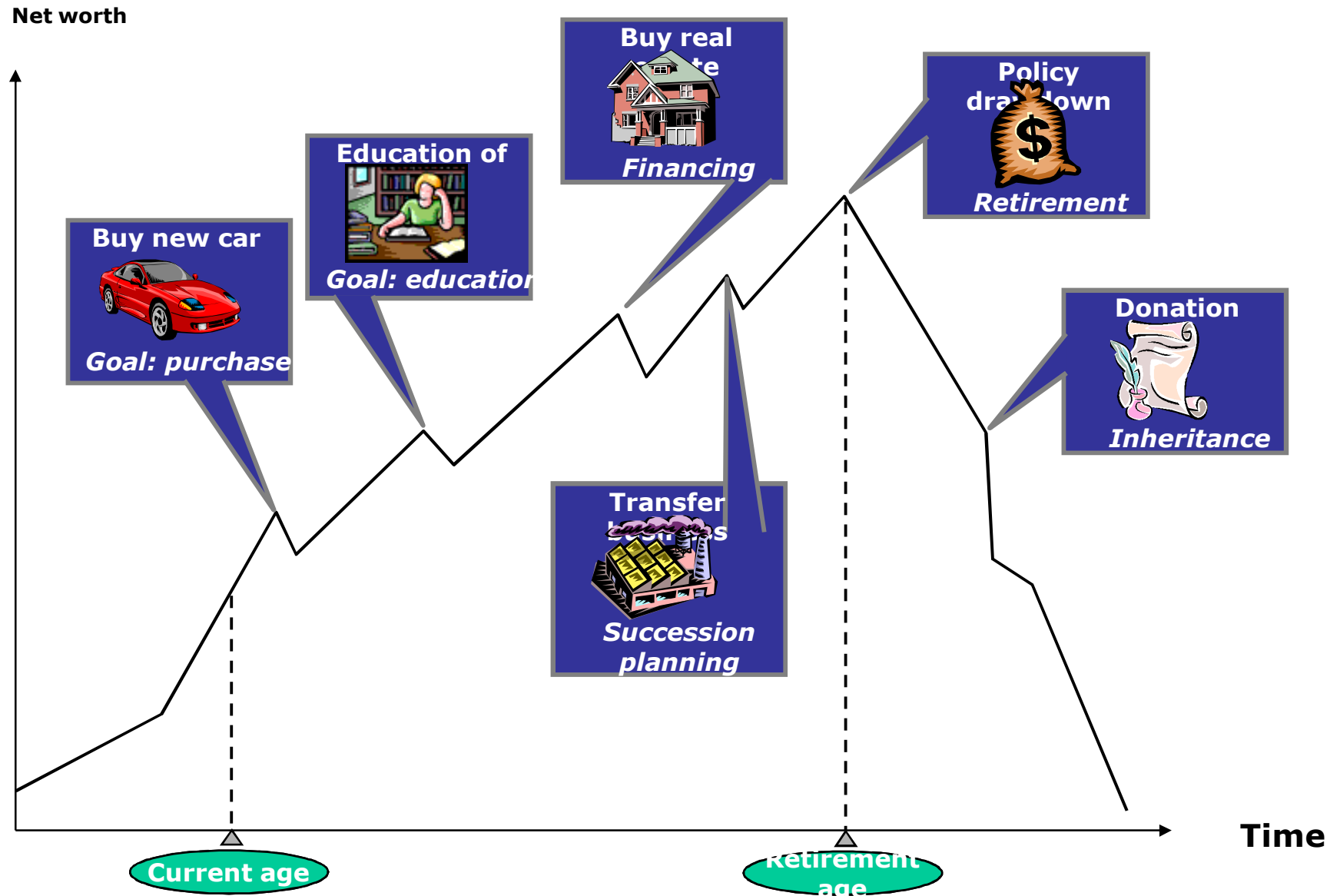


Affluent



**Goal-based
planning**

Addressing needs and goals across the client lifecycle



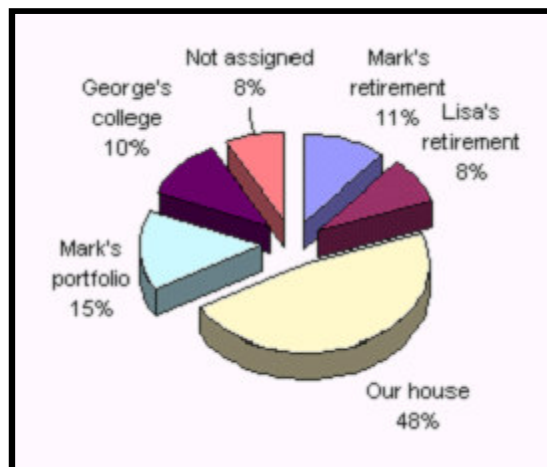
Goal-based planning

Goal list for Mark Philip								
Goal name	Type	Target date	Target amount (EUR)	Current amount (EUR)	% of target	Date created	Last reviewed	On track
Mark's retirement	Retirement plan	04/2035	200.000	33.400	16,7	08/05/1999	10/09/2001	<div style="width: 16.7%;"></div>
Lisa's retirement	Retirement plan	05/2035	250.000	24.560	9,8	10/09/1999	10/09/2001	<div style="width: 9.8%;"></div>
Our house	Real estate	09/2002	151.838	143.400	94,4	12/03/1995	11/07/1998	<div style="width: 94.4%;"></div>
Mark's portfolio	General investment	-	-	45.650		10/09/2000	10/09/2001	<div style="width: 0%;"></div>
George's college	Lump sum	09/2003	31.640	26.334	75,0	10/09/2001	10/09/2001	<div style="width: 75.0%;"></div>

Assets assigned

Assets not assigned

Total assets



Interactive Financial Planner

Savings

Investment: EUR

Monthly saving: EUR/month

Goal Retirement

Years to beginning: years

Retirement length: years

Retirement goal: EUR/mo

Model strategy:
←
→

Liquidity Conservative

75%

25%

- Money market
- Bond market
- Stock market

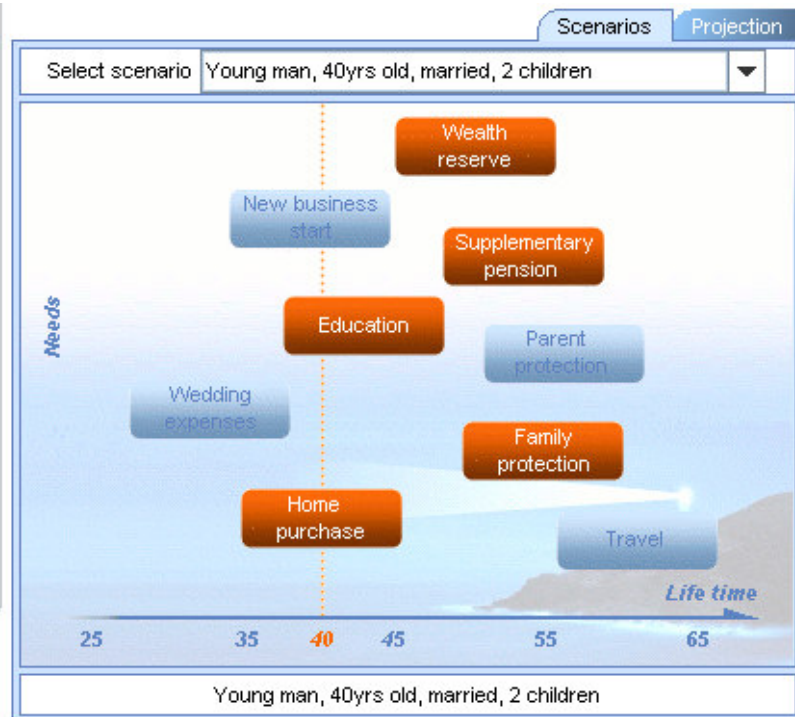
Pension accumulation

Expected pension: 13.000 EUR

Pension@risk: 9.700 EUR

Probability to reach the target: > 95%

Goal simulation and lifetime planning



Main data Goals

	Name	
<input checked="" type="checkbox"/>	A new home	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Family protection	<input type="checkbox"/>
<input checked="" type="checkbox"/>	1st child education	<input type="checkbox"/>
<input checked="" type="checkbox"/>	2nd child education	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Wealth reserve	<input type="checkbox"/>

Add

Marriage



Model portfolio adequate for a goal

Selected portfolio

Model portfolio

Name	Moderate conservative global
Description	This medium risk investment tries to achieve a good performance investing a low percentual amount in european equities.
Risk profile	MODERATE CONSERVATIVE
Type	Third-party funds
Investment horizon (years)	5
Minimum investment amount	10,000
Currency	EUR
Minimum additional amount	1,000

Id	Description	Percentage
12001	MSDW European Value Equity	20.00
12007	MSDW Euro Liquidity	25.00
12009	MSDW Euro Strategic Bond	55.00



Accept

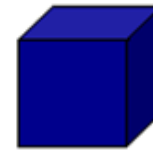
Personalise

Analytics

Portfolio list



**Integrated
financial
planning**



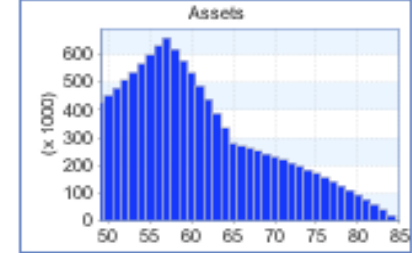
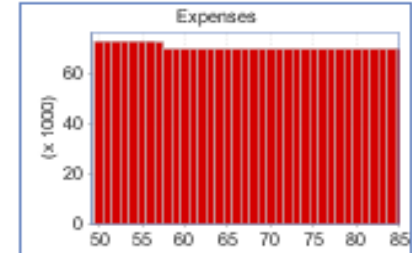
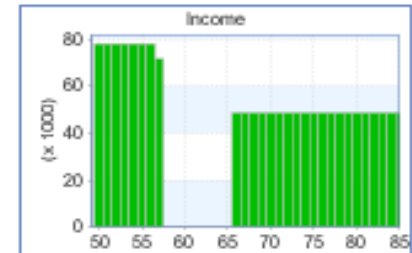
HNW

Global position: balance sheet and profit & loss statement

Client: 200374 - Gustav Müller RM: 256012752 - John Gladstone

Current balance sheet

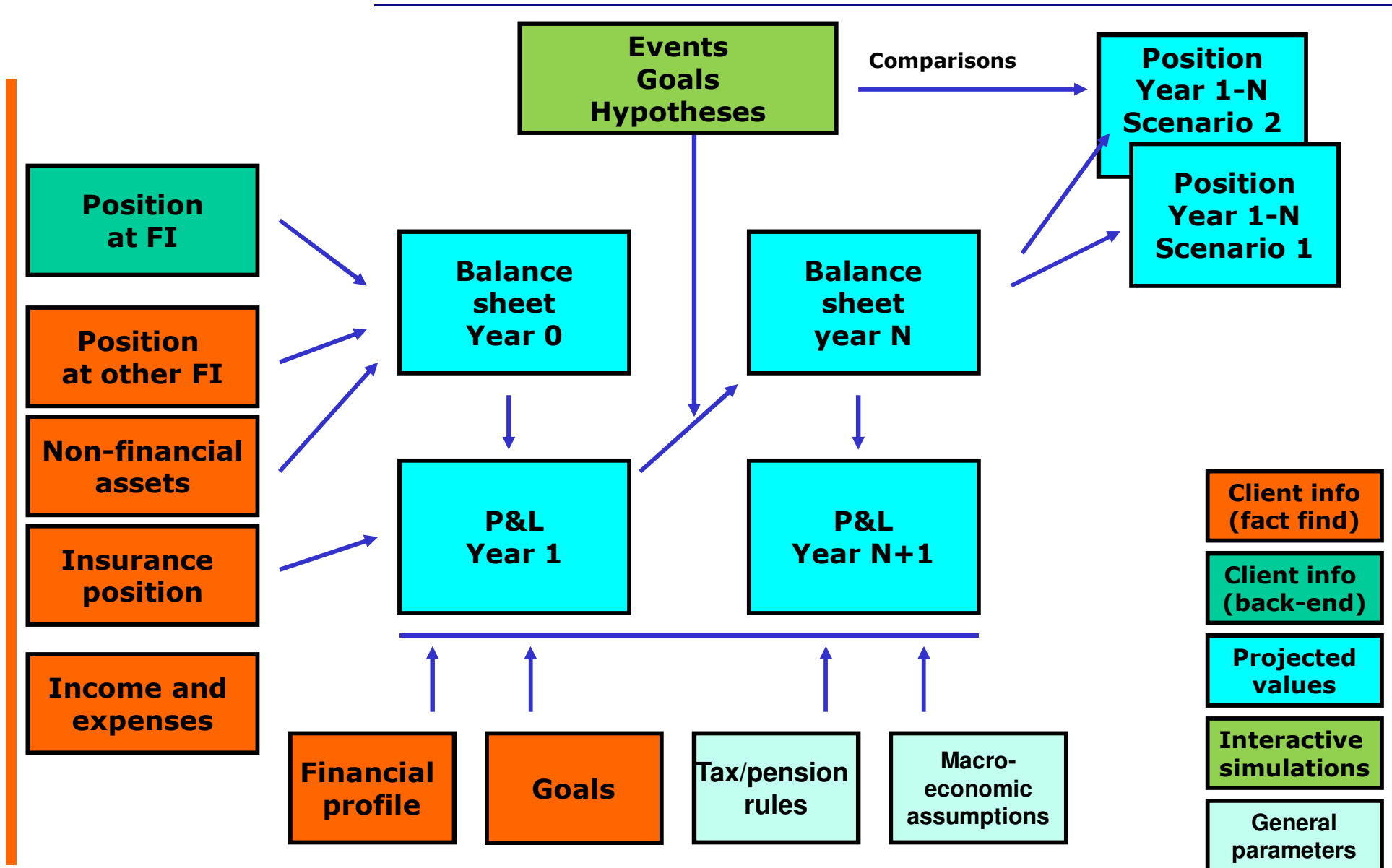
ASSETS		LIABILITIES	
CASH AND SECURITIES		LOANS	
Cash	236,200.00	Loans	0.00
Short term	25,000.00	Mortgages	493,500.00
Bonds	152,433.00	Credit cards	0.00
Stocks	2,420,711.45	Overdraft	0.00
Total	2,834,344.45	Total	493,500.00
PENSION AND INSURANCE		OTHER	
Pension	132,783.26	Tax payable	0.00
Insurance	658,800.00	Other	0.00
Total	791,583.26	Total	0.00
PROPERTY		Total	
Own use	230,000.00	Client: 200374 - Gustav Müller	
Rented	1,840,000.00	Profit and loss for 2003	
Funds	86,000.00	UPDATE PROFIT AND LOSS	
Total	2,156,000.00		
OTHER			
Private equity	1,052,500.00		
Alternatives	0.00		
Art	200,000.00		
Other	0.00		
Total	1,252,500.00		
Total assets	7,034,427.71		



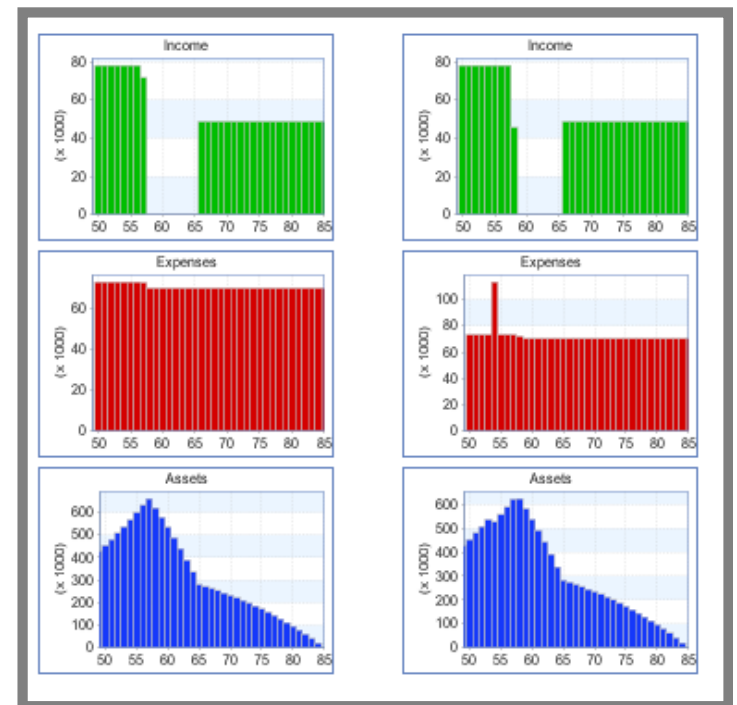
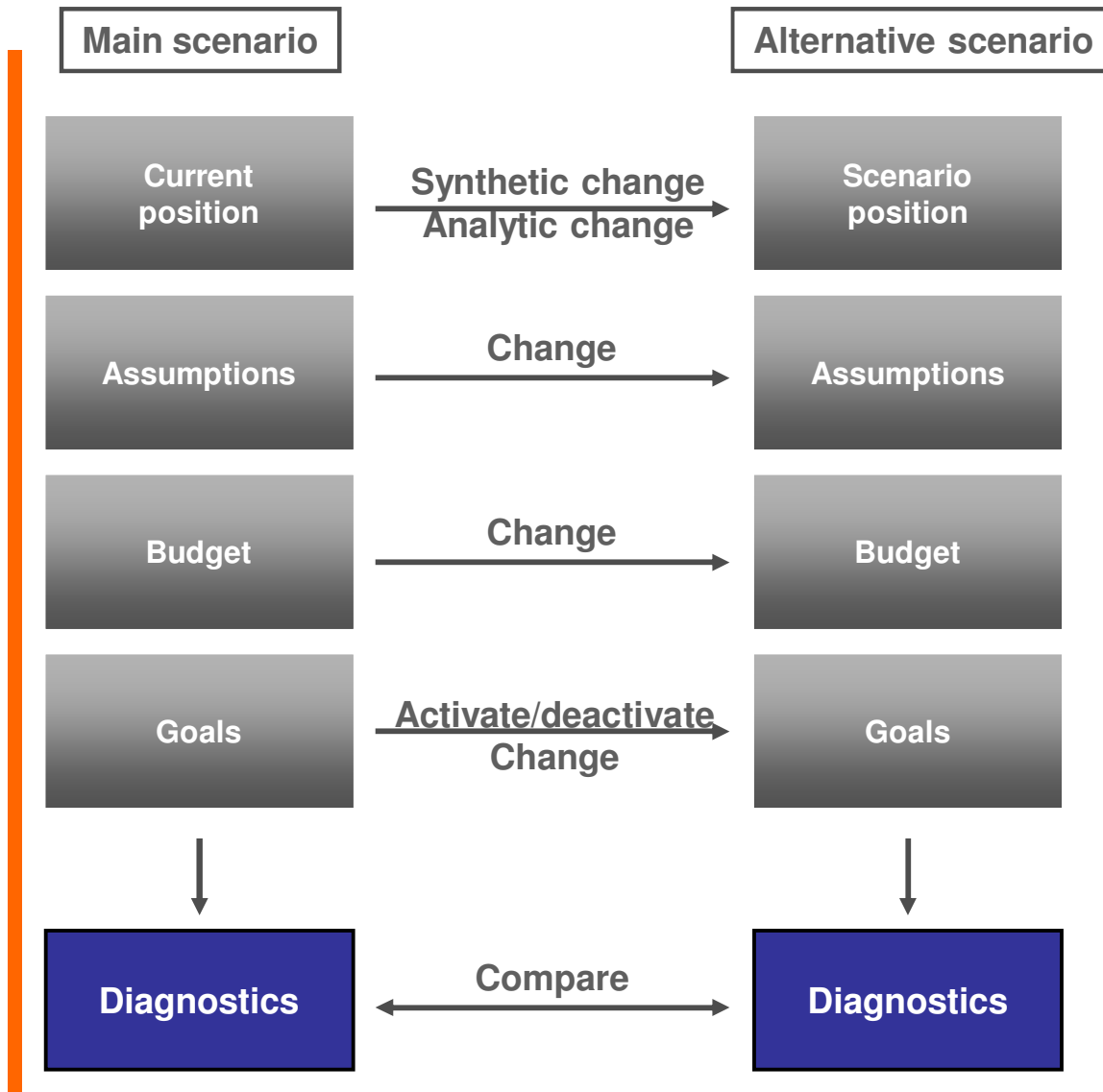
UPDATE

INCOME		EXPENSES	
FROM WORK		EXPENSES	
Work-related	250,000.00	Living expenses	
Other	0.00	Property operating costs	
Total	250,000.00	Interest	
FROM INVESTMENTS		Premiums	79,500.00
Dividends and interest	140,681.35	Total	188,547.00
Realized capital gains	6,250.00	Pre-tax net income	338,884.35
Total	146,931.35	Taxes	278,215.24
FROM PROPERTY		Available income	60,669.12
Rent	130,500.00		
Other	0.00		
Total	130,500.00		
Total income	527,431.35		

The projection architecture



Integrated planning: scenario simulation





Execution

Execution: order capture

Grouped orders

Summary of orders

	Name	Account	Amount	Order side	Status
	MSDW Emerging Markets Equity		14,781.23	SELL	Not Executed
	MSDW Euro Liquidity		11,412.85	SELL	Not Executed

Individual orders

Order data

Process type	<input checked="" type="radio"/> Buy <input type="radio"/> Sell
Isin code	<input type="text" value="US4592001014"/> Search
Country code	<input type="text" value="USA"/>
Security	<input type="text" value="International Business Mach"/>
Market	<input type="text" value="NYSE"/> Market info
Quantity	<input type="text" value="315"/> Min lot size: 10
Type of order	<input checked="" type="radio"/> Market order <input type="radio"/> Limited
Limit price	<input type="text"/> USD
Expiry date	<input type="text"/>
Order already submitted	<input checked="" type="radio"/> No <input type="radio"/> Yes
Placed date	<input type="text"/>

Security data

	Security	Market	Currency
	US4592001014	NYSE	USD
Last price:	81.19	Bid:	0.00
Net change:	-1.44	Bid size:	20.00
Volume:	5,380,200.00	Ask:	0.00
Open price:	86.10	Ask size:	79.00
Close price:	81.19	Last time:	

[Confirm](#) [Cancel](#)

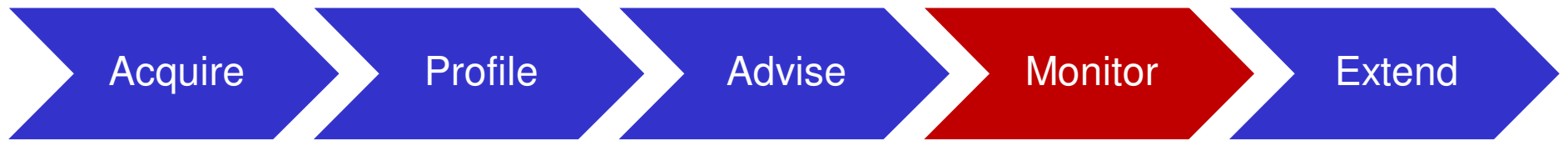
Execution: pre-trade compliance check

Compliance check

	Min	Max	Before trade	After trade
Stock / Euro	10%	35%	✓	✓
Stock / Euro / Finance		10%	✓	✓
Stock / Euro / Technology		5%	✓	✓
Stock / Japan		0%	✓	!
Stock / Chemicals		0%	✓	✓
Bonds	15%	25%	✓	✓
Each stock position with respect to portfolio value		15%	✓	✓
Portfolio value	75,000		✓	✓

Confirm order

Cancel order



Hotlist: highlighting clients that need contextual attention

Client	Wealth	At bank	Assets share (%)	Inv adv	Fin pla	Day perf (%)	Month perf (%)	Cash	Days since cont	VAR	Goal progress	Re bal	Com pliance	Ale rt	Act ion	Ne ws
Gustav Mueller	3,438	1,252	36	✓		0.12	1.63	21	35	0.11	□□□□□					
Patrick McMalley	1,833	1,165	64	✓		0.24	-0.65	2	5	0.03	■□□□□	!		!		
Ng Kim Meng	1,472	878	60	✓		0.51	7.63	107	80	0.06	■□□□□				!	
Marie Bemelmans	1,146	812	71	✓	✓	-1.17	4.11	23	32	0.06	■□□□□					
Angela Dean	N/A	765	N/A	✓		-1.44	6.03	1	153	0.05	■□□□□					
Paul Russell	1,023	435	43	✓	✓	1.38	1.55	-52	90	0.06	■□□□□		!			
Robert Grey	1,369	433	32	✓	✓	0.71	-1.34	49	35	0.15	■□□□□	!		!	!	!
Thea van Dalen	651	351	54	✓	✓	0.98	-5.12	34	39	0.05	■□□□□					
Lui Mei Mei	367	241	66		✓	1.04	-1.22	8	130	0.06	■□□□□					
Agatha Witterman	N/A	112	N/A	✓	✓	-1.27	-3.95	1	72	0.12	■□□□□		!			
Selina Chew	N/A	79	N/A		✓	0.72	0.82	3	34	0.13	■□□□□			!		

Instrument rules

				Created on	Valid from	Valid until	Status	Parameter	Where	Operator	Value
				11/03/2005	11/03/2005		Active	CISCO SYSTEMS	Price	greater than	198

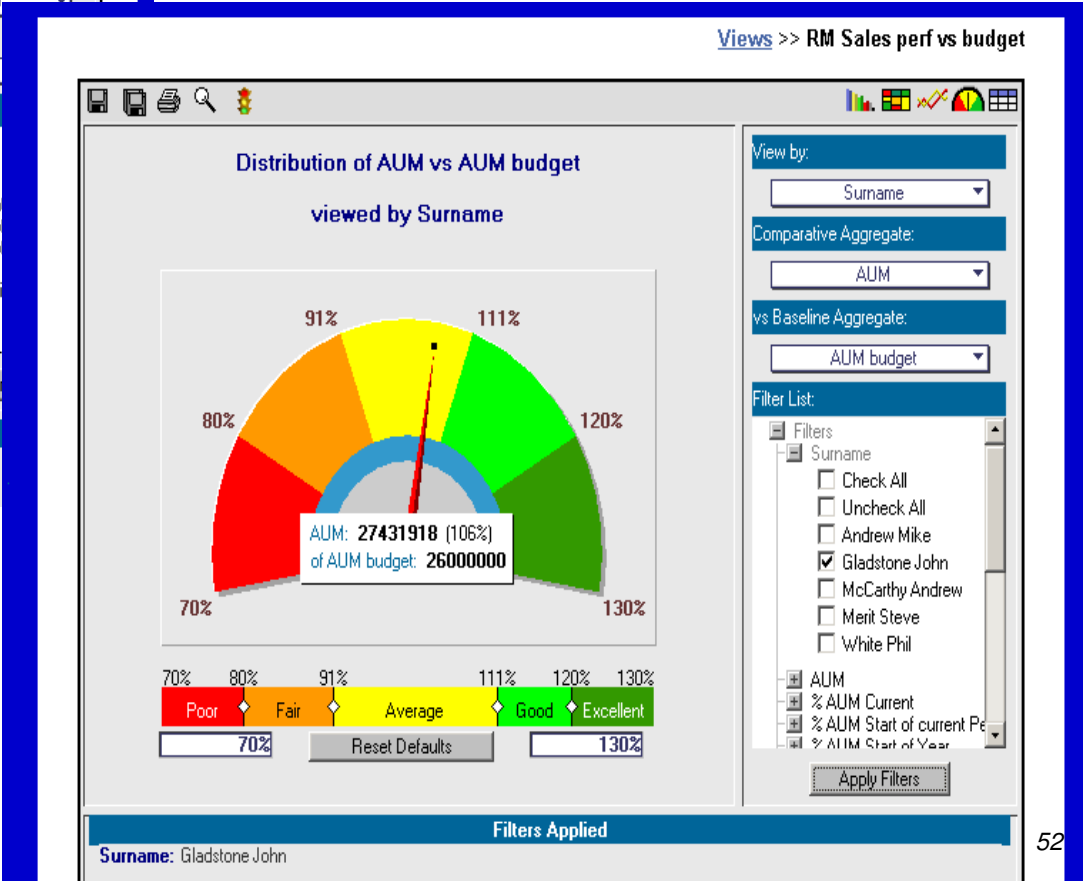
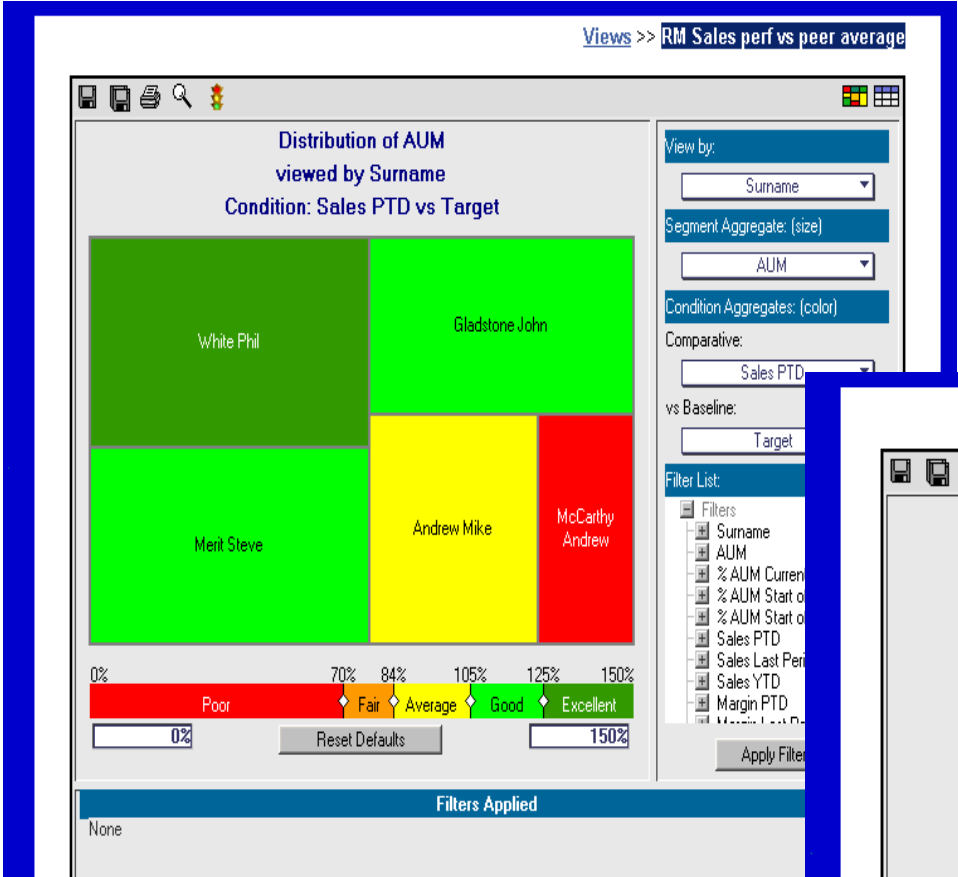
Portfolio rules

				Created on	Valid from	Valid until	Status	Where	Operator	Value
				10/03/2005	10/03/2005		Active	Volatility	greater than	0.10
				11/03/2005	11/03/2005		Active	Shares - current	greater than	10
				11/03/2005	11/03/2005		Active	Managed assets ratio	greater than	60

Client rules

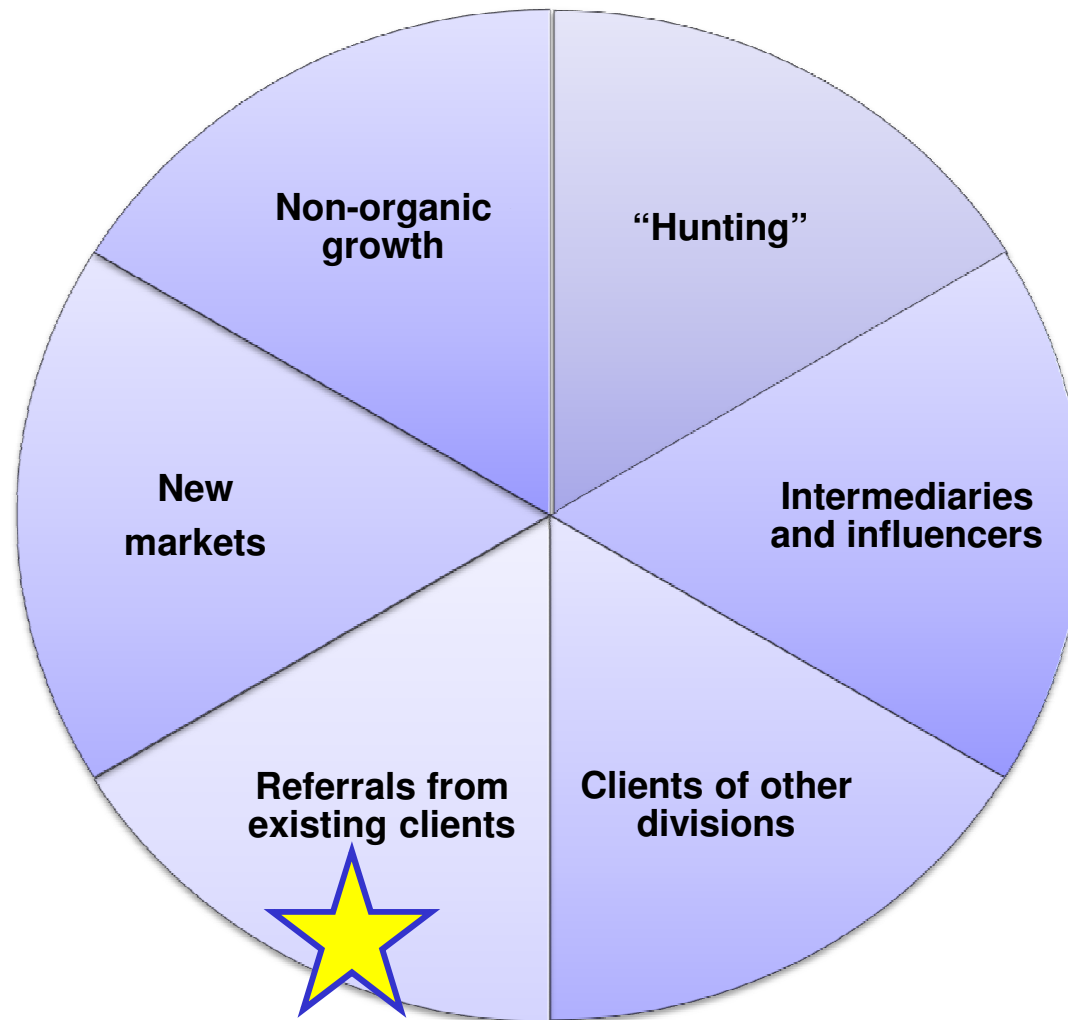
				Created on	Valid from	Valid until	Status	Where	Operator	Value
				10/03/2005	10/03/2005		Active	Goal progress	less than or equals to	70
				29/04/2005	29/04/2005		Active	Goal progress	less than or equals to	95

RM performance: management dashboard





Sources of new clients in wealth management



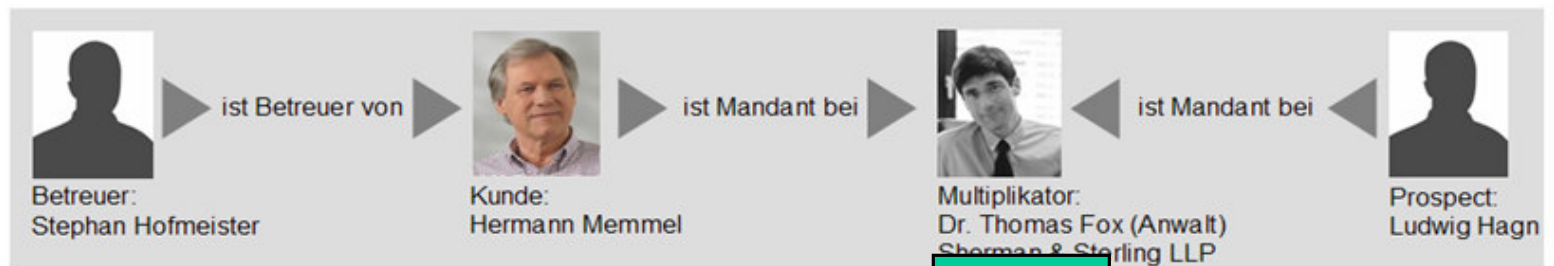
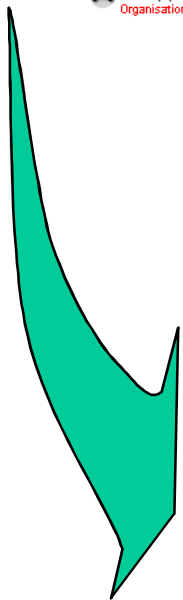
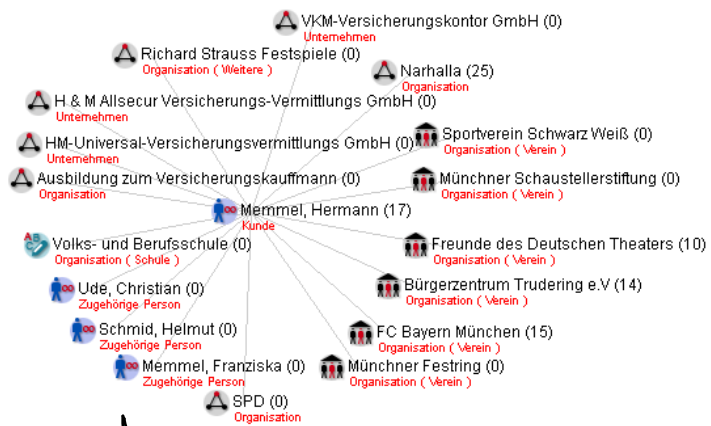
Referrals from existing clients have unmatched weight in client acquisition¹

- ❖ **Nevertheless studies show that referral management is underutilized by many wealth managers ²**
- ❖ **Reasons for this are**
 - people are more reluctant to recommend financial services (as opposed to physical products)
 - the lack of willingness and capability of relationship managers to actively ask for referrals
 - the lack of systematic procedures for handling the logistics of referrals
- ❖ **However asking clients for referrals can be surprisingly effective^{1,3} and has the potential to unleash tremendous organic growth**

¹ Datamonitor: Customer Acquisition and Retention in European Wealth Management 2006

² Tapping human assets to sustain growth, BCG, Global Wealth 2007, Sept. 2007

³ Mercer Oliver Wyman, 2005



Influencer



RM

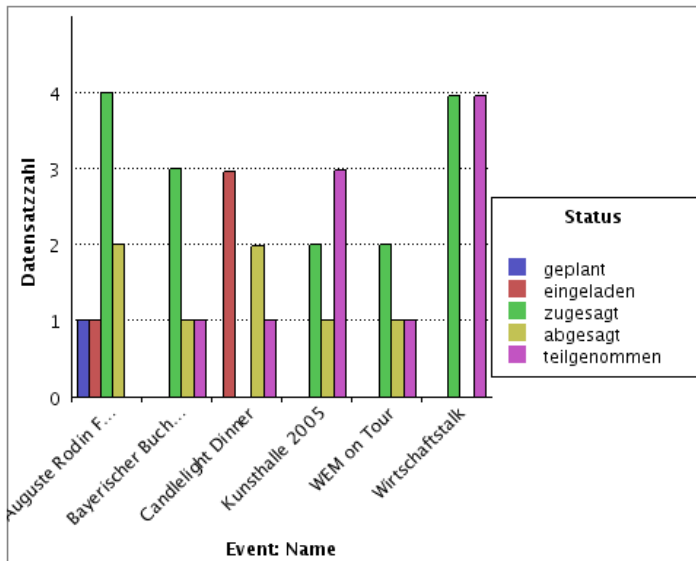
Client

Multiplier

Prospect

The effectiveness of referrals and influencers can be measured and compensated

	Leads	Prospects	Clients	Gesamt
➤ Rees Pollock (Financial Advisor, London)	= 29	= 2	= 0	31
➤ Chamberlayne Julian (Family Lawyer, London)	= 23	= 2	= 0	25
➤ Bartlet Karen (Accountant, London)	= 12	= 4	= 4	20
➤ Berthold Lubetkin (Architekt, London)	= 10	= 1	= 0	11
➤ David Hyde (Tax lawyer, London)	= 10	= 1	= 0	11
➤ Blick Rothenberg (Financial Advisor, London)	= 8	= 1	= 0	9
➤ Glifford Martin (Accountant, London)	= 5	= 0	= 3	8
➤ Ian Ritschie (Architect, London)	= 7	= 1	= 0	8
➤ Watson Burton (Tax Lawyer, London)	= 6	= 1	= 0	7



Client	Lead	Prospect	Referral: Erstelldatum
<input type="checkbox"/> Client: Name: <u>Andreas Steinman</u> (6)	<u>Christopher M.</u> <u>Christoph Boel</u> <u>Wolfgang Gebhardt</u>		
<input type="checkbox"/> Client: Name: <u>Carsten Mavr</u> (2 Daten)	<u>Christian Lienau</u>		
<input type="checkbox"/> Client: Name: <u>Reinold Sunter</u> (5 Daten)	<u>Reinold Sunter</u>		
	<u>Rainer Kraft</u> <u>Franz Demmler</u>		
	<u>Andreas Steinman</u> <u>Reith Reinhard</u>		6/26/2007 6/27/2007
	<u>Bernd Hollericher</u>		6/26/2007
Gesamtsummen (13 Datensätze)			

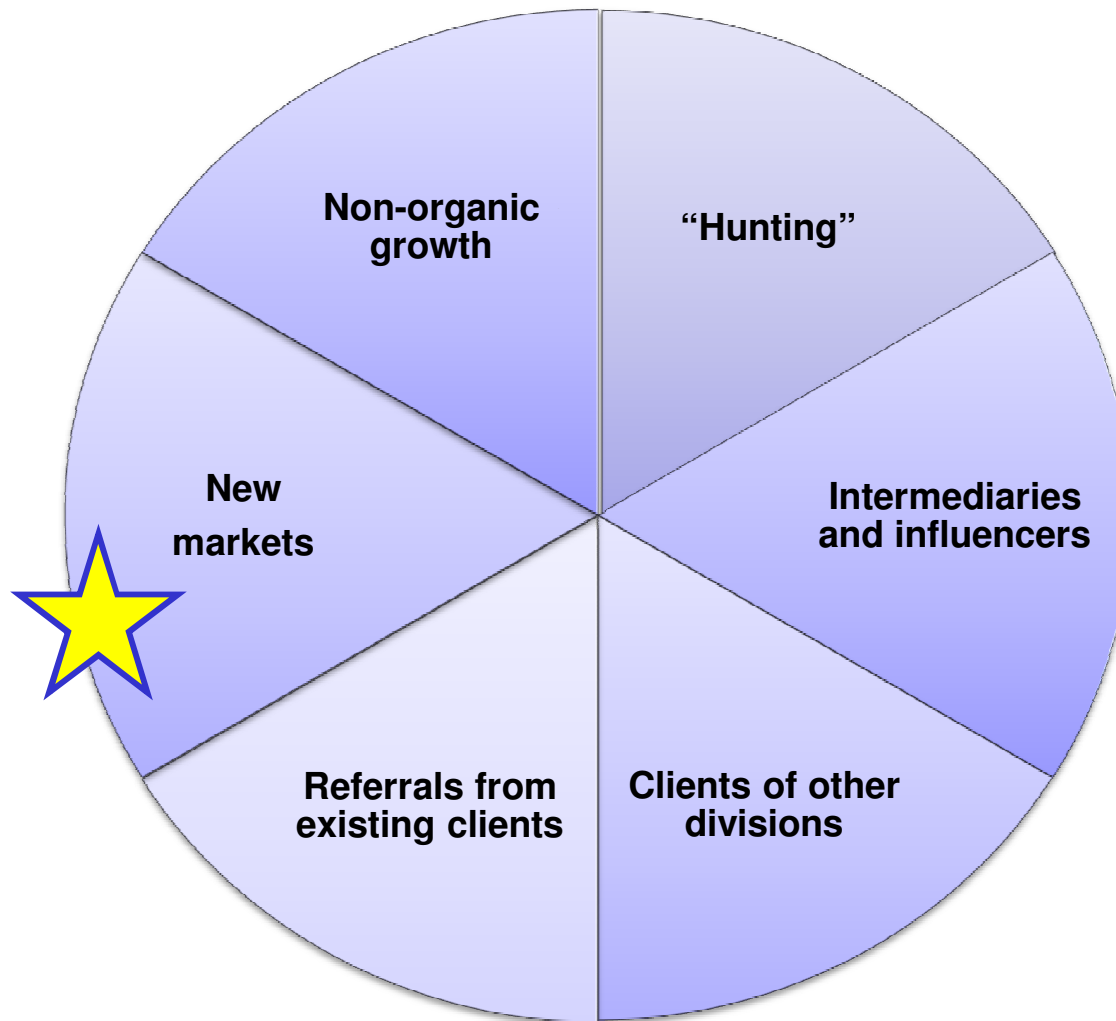
Multiplikatoren

Multiplikatorempfehlungen

Nachname	Datensatzzahl
Kimmelmann	1
Waltberg	3

Empfehlungen die über externe Multiplikatoren gewonnen wurden

Sources of new clients in wealth management



*Process orientation and
new markets*

- ❖ **Formal**
- ❖ **Measurable**
- ❖ **Differentiating**
- ❖ **Flexible**
- ❖ **Implementable**

Software as 'building blocks'



Application forms

Mortgage Detail

Property Details

Property location: England & Wales

Is the property to be let? Yes - Family member lives in excess of 40% of the property *

Is the property to be your main residence? Yes *

Mortgage Details

What type of borrower are you? First Time Buyer *

How much do you want to borrow? 126,000.00 (GBP) *

What is the current value of the property? 150,000.00 (GBP) *

What segment will the customer be in? Consumer *

How Much Can I Borrow

Continue

Transactions

Investment account

Account: 206-SK-0001

Associated account

Account	Working balance	Currency
CC-001	21,432	GBP
CC-002	14,634	EUR

Order data

Process type: Buy / Sell

Isin code: US4592001014

Country code: USA

Security: International Business Mach

Market: NYSE

Quantity: 315

Type of order: Market order / Limited

Limit price: USD

Expiry date:

Order already submitted: No / Yes

Placed date:

Confirm Cancel

Interview

Interview details Personal details Protection profile Protection position Employment Income

Applicant Partner

Title: Mrs Mr

First name: Sue Sue

Surname: Adrian John

Home address: 27 NELSON Street 27 NELSON Street

Home city: LONDON LONDON

Home postcode: KIK30 EHQ KIK30 EHQ

Home phone: 02 345 5678 02 345 5678

Work phone: 02 567 8900 02 567 8900

Sex: Male Male

Date of birth: 08 01 1972 28 11 1967

Place of birth: LONDON LONDON

Marital status: Married Married

Resident for tax purposes: Yes Yes

Nicole address: Nicole city: Nicole postcode: c: Female Male

Letter editor

Prepared for: Mr J Smith & Mrs B Smith

30 May 2005

This report covers our discussions on your potential protection needs. These include:

- Making provision for others if you should die
- Having sufficient funds available if you should suffer a critical illness
- Ensuring you can maintain your standard of living in the event of a long term illness, accident or injury
- Protection for other needs such as your health, home, and loan repayments.

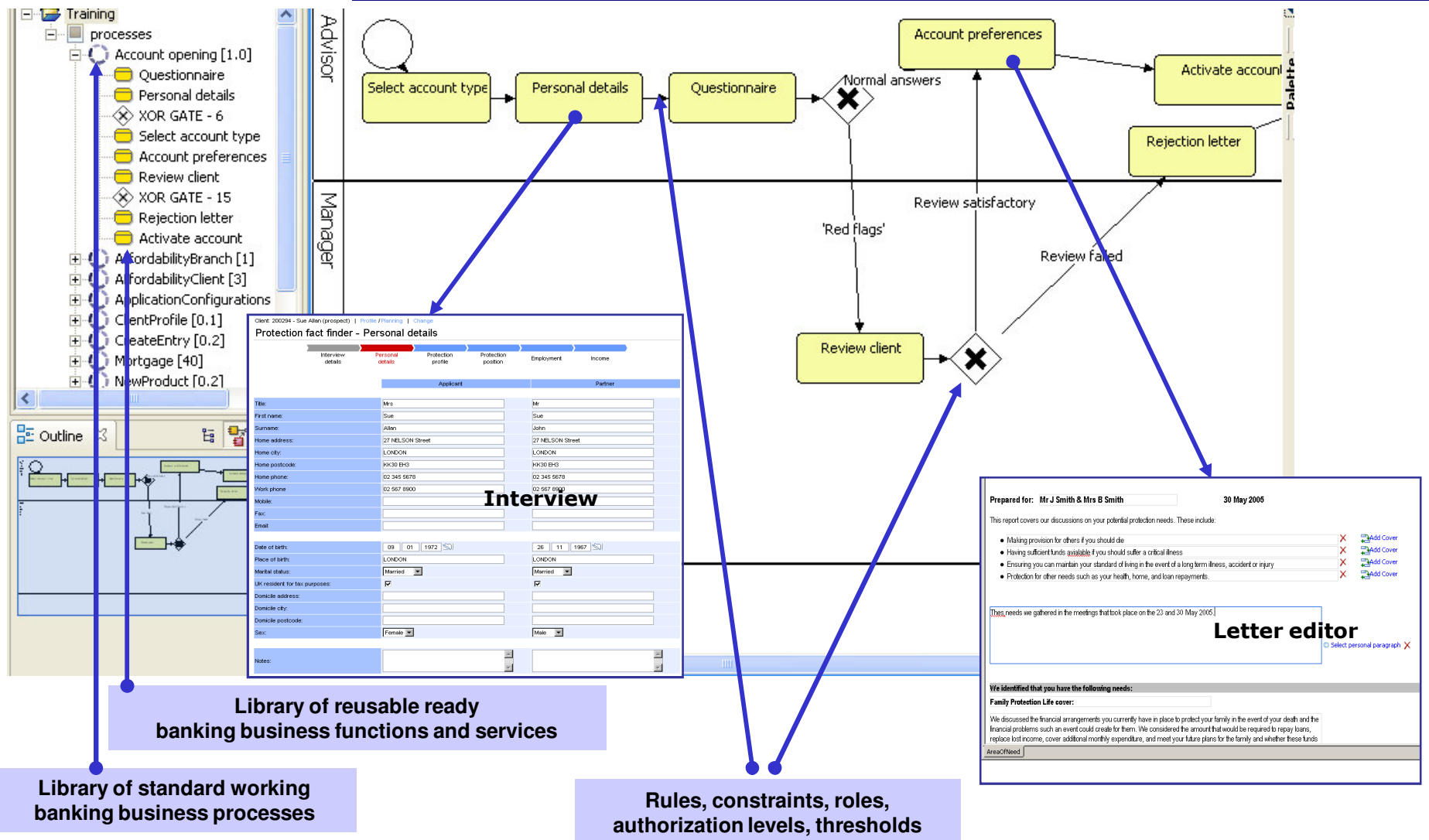
[These needs we gathered in the meetings that took place on the 23 and 30 May 2005.]

We identified that you have the following needs:

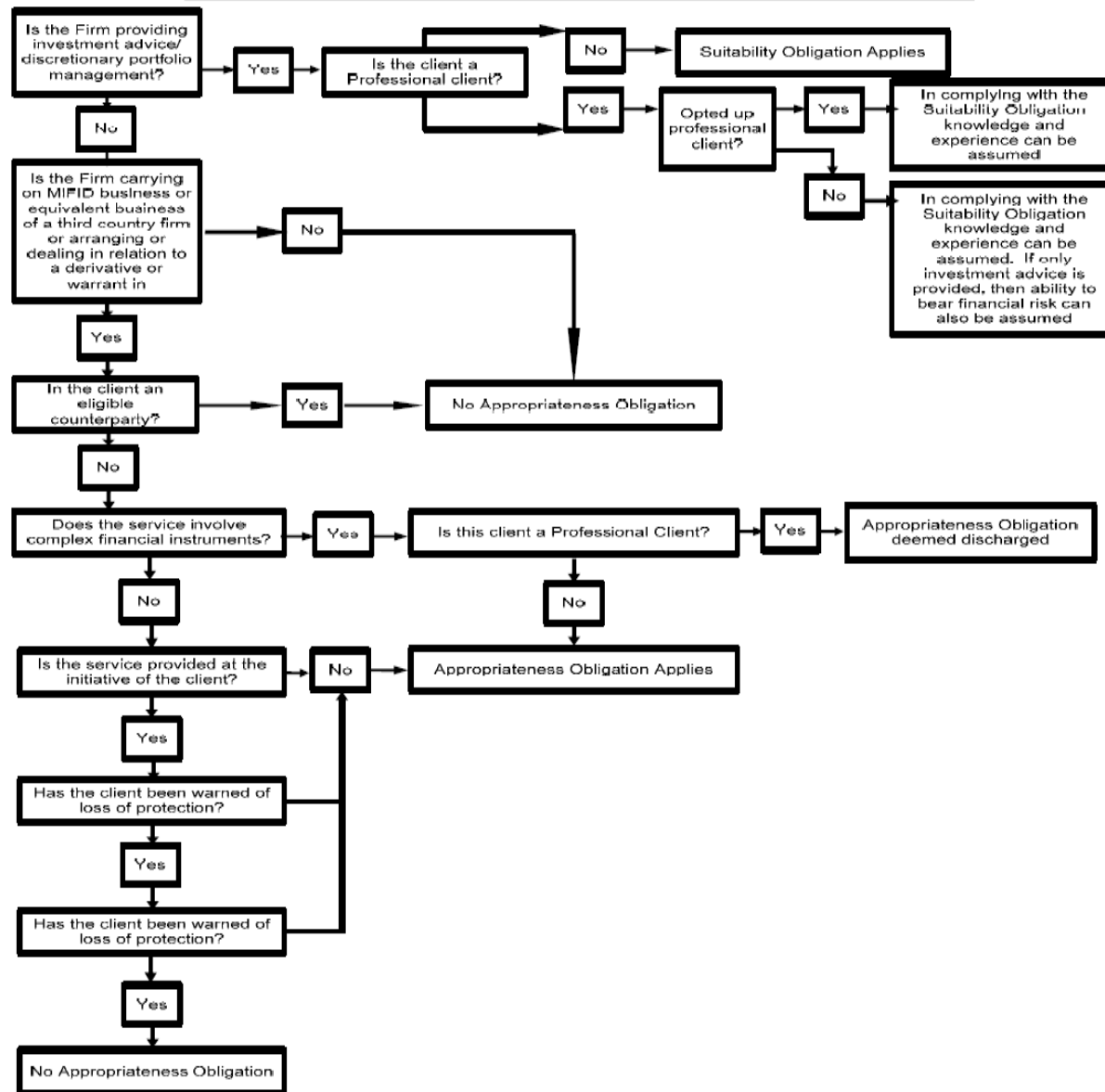
Family Protection Life cover:

We discussed the financial arrangements you currently have in place to protect your family in the event of your death and the financial problems such an event could create for them. We considered the amount that would be required to repay loans, replace lost income, cover additional monthly expenditure, and meet your future plans for the family and whether these funds AreaOfNeed

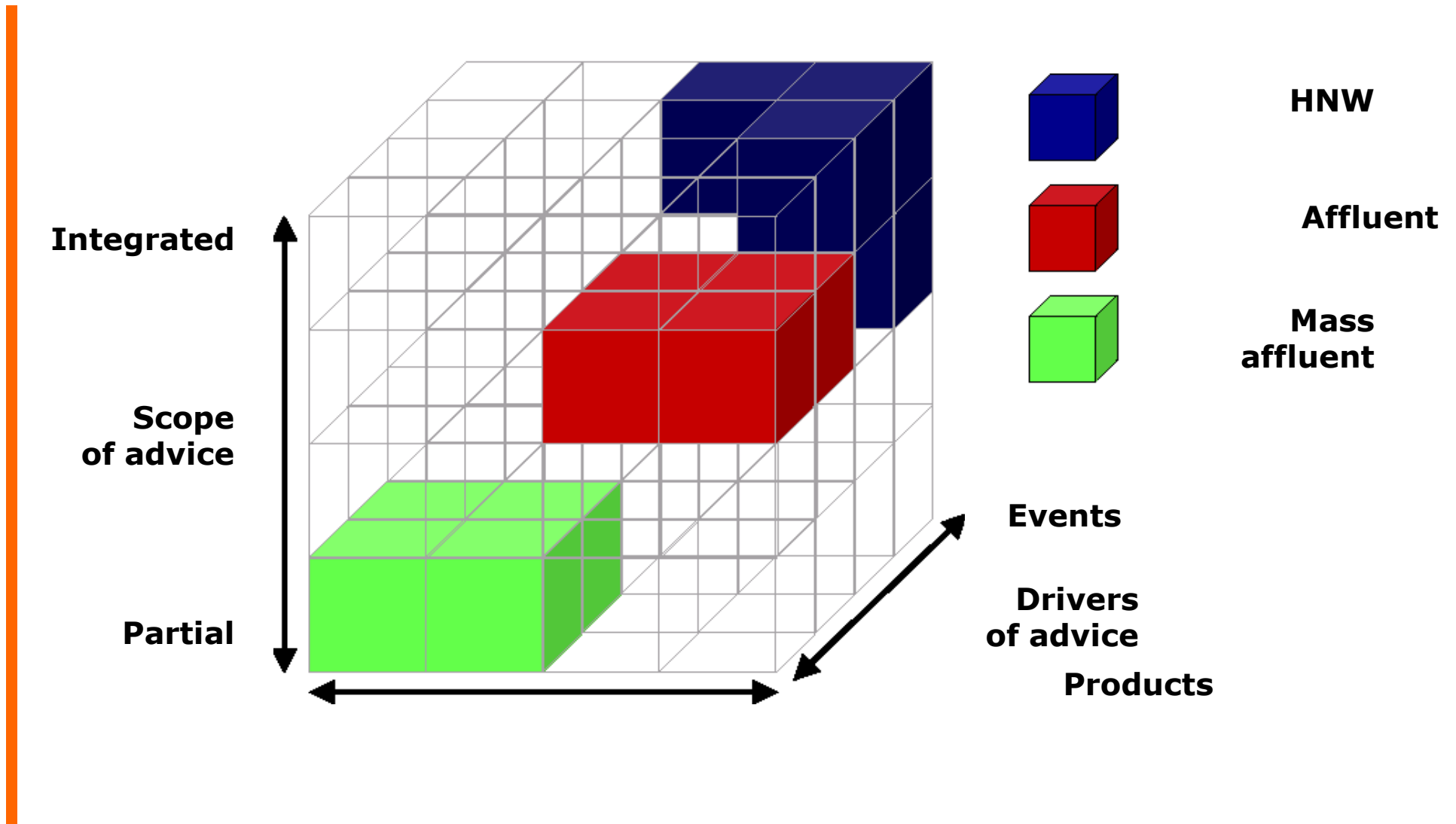
Defining business processes by assembling components and steps



Processes for compliance: MiFID decision tree for advisory obligations

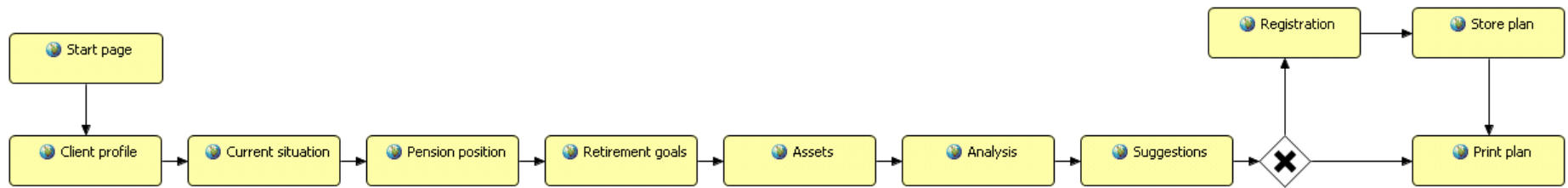


Differentiated, optimised advice approach and processes for each segment

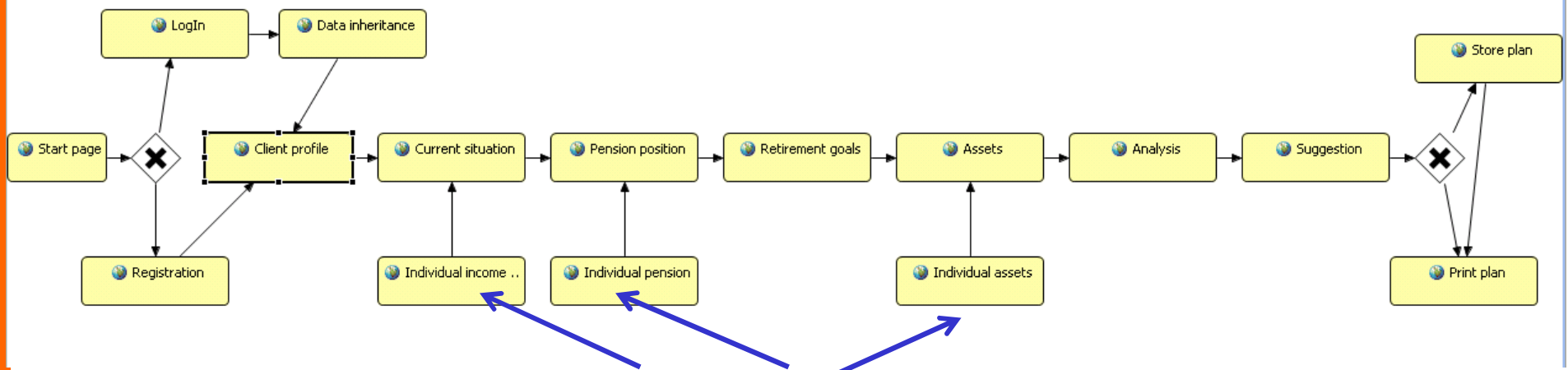


Processes for multi-segment synergy and harmonisation

SIMPLE PROCESS (Mass-affluent)



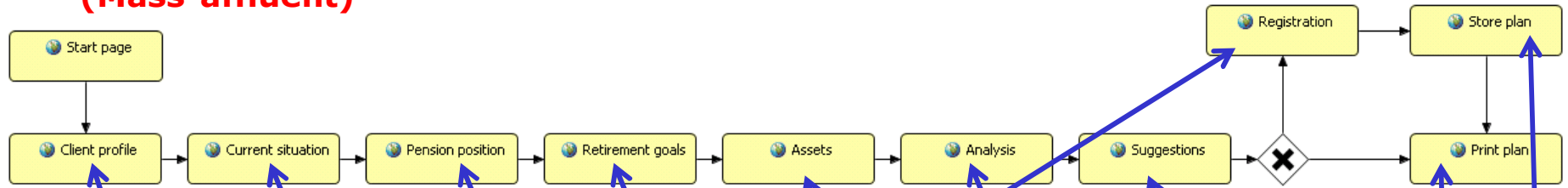
COMPLEX PROCESS (Affluent)



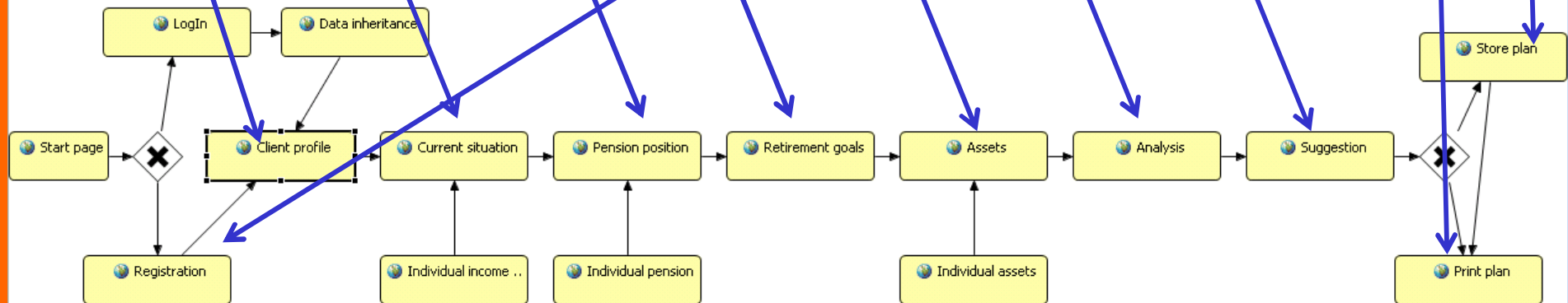
**Ability to capture analytics positions
for income, pension plans and assets**

Sharing of building blocks between processes

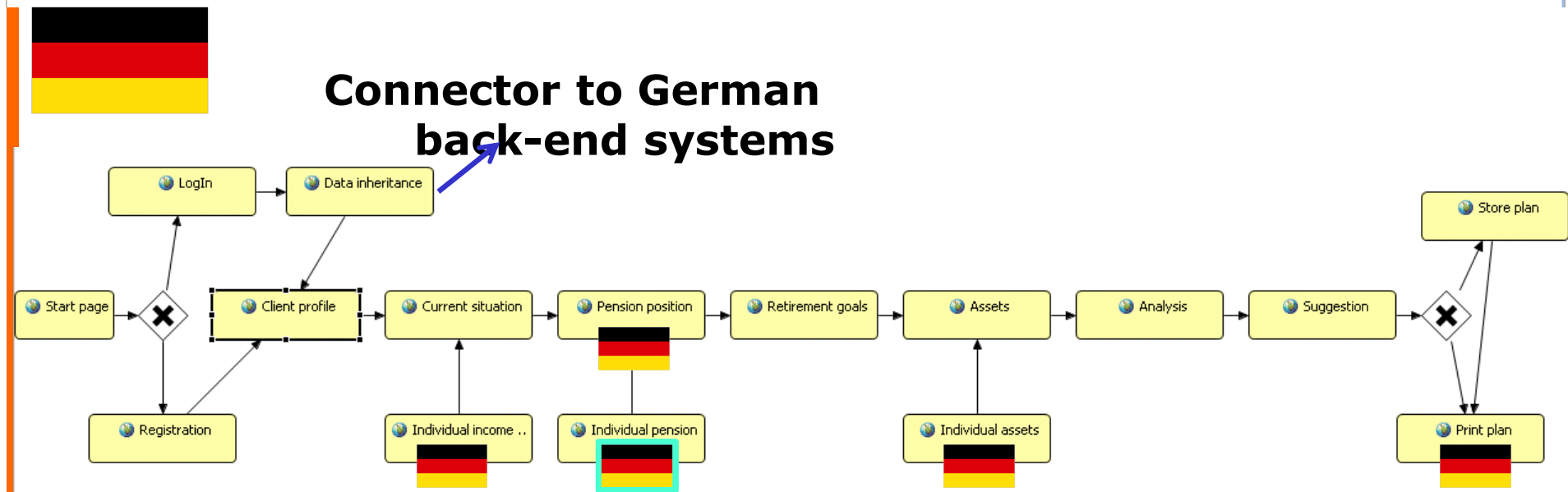
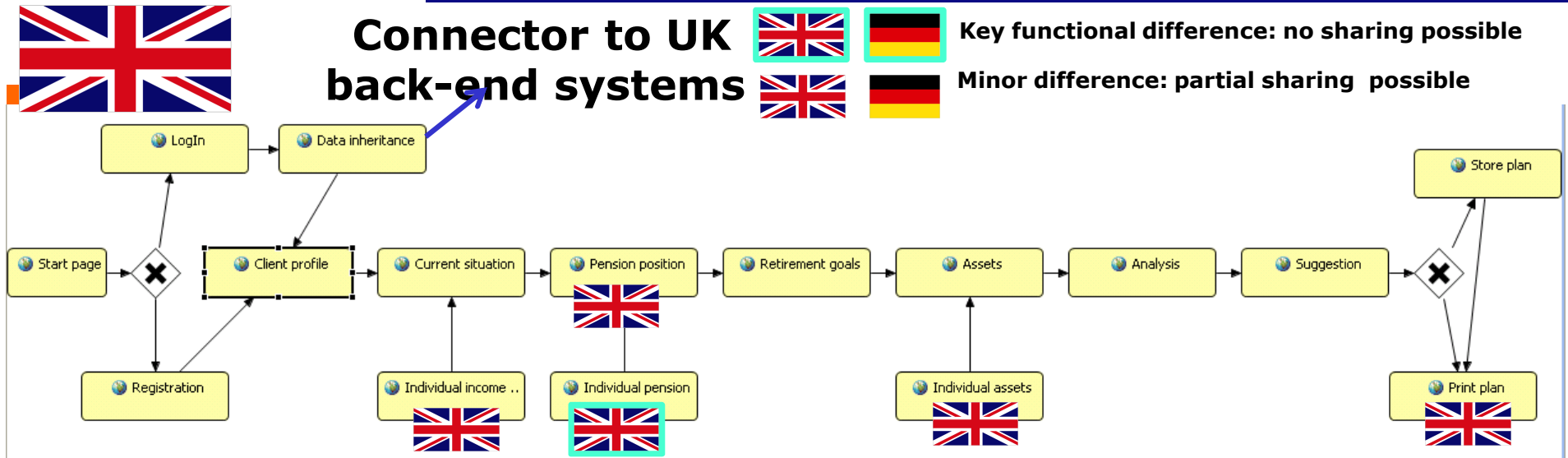
SIMPLE PROCESS (Mass-affluent)



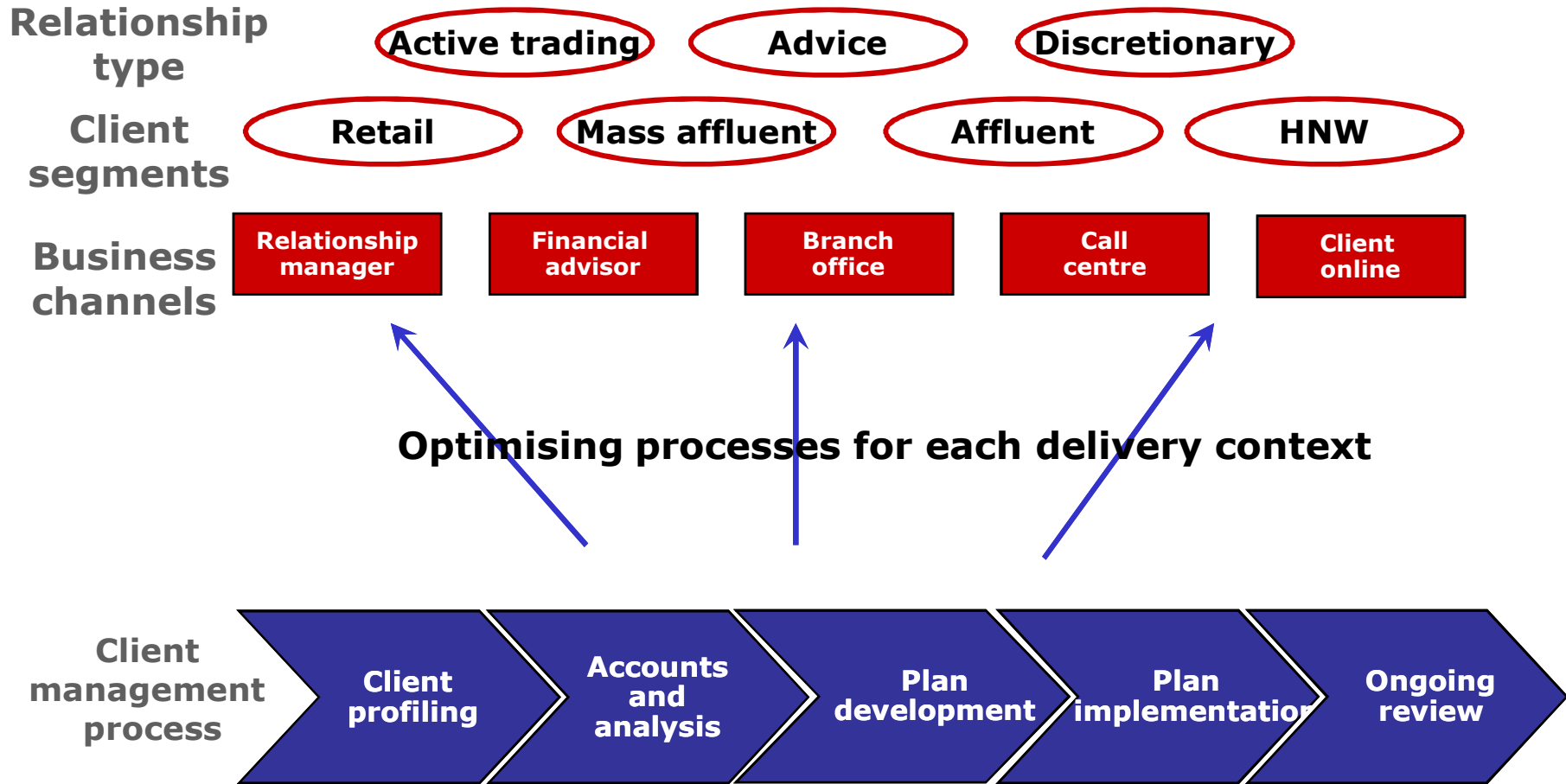
COMPLEX PROCESS (Affluent)



Processes for multi-country synergy and harmonisation



Processes for strategic flexibility



Gracias:

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