# Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introduction</td>
<td>7</td>
</tr>
<tr>
<td>2.</td>
<td>IBM Business Consulting Services perspective</td>
<td>11</td>
</tr>
<tr>
<td>3.</td>
<td>Key survey messages</td>
<td>15</td>
</tr>
<tr>
<td>4.</td>
<td>Market trends, geography and industry structure</td>
<td>21</td>
</tr>
<tr>
<td>5.</td>
<td>The clients’ view of the private banks</td>
<td>29</td>
</tr>
<tr>
<td>6.</td>
<td>The private banks’ view of the client</td>
<td>37</td>
</tr>
<tr>
<td>7.</td>
<td>Client relationship officers</td>
<td>47</td>
</tr>
<tr>
<td>8.</td>
<td>Products and services</td>
<td>55</td>
</tr>
<tr>
<td>9.</td>
<td>Operating models and systems</td>
<td>61</td>
</tr>
<tr>
<td>10.</td>
<td>Profitability and growth</td>
<td>69</td>
</tr>
<tr>
<td>11.</td>
<td>The voice of the CEO</td>
<td>79</td>
</tr>
<tr>
<td>12.</td>
<td>Positioning to be a winner in 2010</td>
<td>97</td>
</tr>
<tr>
<td>13.</td>
<td>IBM Business Consulting Services wealth management and private banking capability</td>
<td>103</td>
</tr>
<tr>
<td>14.</td>
<td>Survey methodology and approach</td>
<td>109</td>
</tr>
<tr>
<td>15.</td>
<td>IBM Business Consulting Services wealth management and private banking network</td>
<td>113</td>
</tr>
</tbody>
</table>

Chapters available in the full report
Introduction
Last year, the financial markets continued their recovery from the recent bear market that had affected the private banking sector profitability and growth. Despite measured market recovery, clients still remained cautious, reflecting the historical losses they had experienced and a recognition that more normalized returns were expected from equities in the future. There also remained issues of broader corporate governance concerns and, within the private banking industry specifically, the need to rebuild trust between providers and their clients following public court cases concerned with conflicts of interest.

Despite measured market recovery, the private banking sector now faces two new major challenges. First, achieving top line revenue growth and improving the overall client experience is now back on the senior management agenda after a period of cost containment. Second, ensuring a more agile and cost effective operational platform is now a greater challenge as it needs to address both the increasing complexity of changing regulation and the evolution of new products and services.

Slowly, but surely, the combination of market, client, competitive and regulatory trends are leading to an environment that will look radically different in 2010. To meet the challenges and succeed in this evolving environment, which senior leadership teams believe will be far less predictable than in the past, private banks must focus their attention on their growth and operating challenges and execute well. No longer will reactive and uninformed responses be enough to succeed in these more difficult conditions as returns from market cyclical growth will not be enough to raise everyone's performance. Management must therefore move boldly to tackle these evolving challenges and renew their organisations for growth and agility.

The 2005 European Wealth and Private Banking Industry Survey solicited feedback from 96 leading private banks and covered twelve key European onshore and offshore centers. The result is a compelling view of the leadership agenda for institutions emerging from a period of recent market uncertainty. This survey is unique because:

- It asks participants for a wide range of industry, strategic, operational, people, and information technology issues. This industry report contains only a summary of these key benchmark findings as more detailed relative benchmarking is reserved for participants only.

- It reflects the changes in the industry, and focuses more on the identified issues of growth, client experience and profitability

- For the first time we have also sought to obtain the views of private banking clients across Europe with the aim of identifying any mismatches between what the banks and clients perceive in terms of client needs and experience. This has identified some valuable pointers in terms of distinctive “moments of truth” that clients value from their private banks.

- For the second time, we have also focused in greater detail on understanding the characteristics of high performing CEOs and Executive teams across Europe. We spent time interviewing the CEOs of a selection of respected private banking organizations to gain greater insight on their market positioning choices, client experience focus and the operational execution priorities that they perceive are driving their success agenda. The views of these highly respected and experienced industry leaders and their
organizations helps to provide useful pointers and experiences of how to address key challenges head on.

- It is also able to provide meaningful comparison information by cutting the responses across several dimensions such as size of assets under management, individual country specific data, a split of overall onshore and offshore groupings and to also highlight differences between mature and emerging markets. This enables more precise identification of relevant trends to assist industry players to better understand and respond to the issues that are most relevant to them.

- We have sought more detail on operating models as the current difficult times have forced industry participants to give greater attention to the agility of their operating models. In addition, we have highlighted information technology issues as a key enabler of change and source of improved performance. However, the track record to date of obtaining value from investments in information technology by most private banks has been average at best. We have been able to provide more insights and useful benchmarks in respect of this issue.

Therefore, we believe that all of the insights in this survey, together with the supporting unpublished benchmark data (which is provided confidentially to participants) will be of great value in helping industry participants focus on those key issues that will be critical to delivering growth, client and business value in the evolving environment.

Continuing a trend from the last survey, we have also provided our perspectives on the imperatives, we believe, that CEOs need to focus on in order to position themselves to deliver superior client and business value in 2010. These imperatives are described in detail in this report.

In terms of acknowledgment, we want to extend our appreciation to the many senior executives across Europe who took part in this survey. We appreciate the time they took to answer the many detailed questions and for the trust, confidence and support they placed in IBM Business Consulting Services. Additionally, we are grateful for their openness and insights on key topics. We constantly strive to get a deeper understanding of the drivers of future business value, growth and innovation as this stimulates new thinking about how we can better help our clients succeed. As always, we welcome any feedback on the survey.

We look forward to continuing this conversation and this journey with you. In future surveys, we will track progress on the industry’s transformation journey.

Philippe Theytaz  
Ian Woodhouse
2.

IBM Business Consulting Services perspective
Slowly, but surely, market forces are leading to a private banking industry that will look very different in 2010 compared with today. From the identified industry challenges provided by participants throughout this survey, IBM Business Consulting Services has distilled five imperatives for senior management to ensure future success.

1. **Build stronger client insight and focus**
Private banks need to make more conscious choices about the type of clients they pursue, taking account of the changes underway in sources of their wealth, their geographic requirements, and the level of service that they are expecting. Winners will clearly understand where they are positioned in the market places they serve as well as developing the capabilities they need to deliver to their chosen clients.

“We focused - and continue to focus - on strengthening our relationships with our clients. This is fundamental. We are constantly vigilant in being seen to be keen to respond both to the demand from our clients and the market place as a whole and being innovative in providing individual, value-adding solutions.”

C.R. Bannister, HSBC, Group Private Banking

2. **Perfect the client experience and offer holistic advice**
Private banks will increasingly seek to create proprietary advantages through providing holistic advice and asset allocation approaches. They will be supported by tools in order to more systematically evaluate a client's personal and professional situation, diversification requirements and risk return appetite to tailor an appropriate solution. Not every player will succeed as this requires the appropriate combination of process, people and information technology support complemented by change management skills to enable the advisors and the organisation to become truly client centric.

“There is no doubt that advisory effectiveness is a key factor. We have a clearly structured advisory process in place all over the world to help us support and maximise the client experience. Several tools are being integrated to help our relationship managers. For instance, a fully integrated advisory workbench is available to our front office staff, which is most advanced in Switzerland.”

R. Weil, UBS AG

“In 2003, we changed our value proposition by focusing not only on the assets of the clients but also on their liabilities to get the full picture and be able to create value for them and our shareholders. In other words, we became our clients' CFOs.”

J. Marin, Banif Banca Privada

3. **Provide innovative high value added products blended into solutions to offset commoditisation**
Private banks will increasingly need to be aware of and manage shrinking product lifecycles and faster commoditisation. There are now more options for sourcing either through their parent organisations and/or via external providers as the rise of open product architecture continues to become more mainstream.
Successful players are systematically developing their product lifecycle management capabilities. This includes articulating product requirements which maintains the ability to react to changing client, tax, regulatory and marketing requirements.

“We have developed a culture of innovation which gives our employees the freedom they need to be creative. For example, we have people structuring new products or identifying new investment themes, as well as examining how to adapt wholesale products for our private banking clients. Credit Suisse was also one of the pioneers in the field of open architecture solutions.”

W. Berchtold, Credit Suisse

4. Focus on processes of value creation and determine partnering and outsourcing solutions to enable operational agility

A key challenge for private banks will be to stop driving incremental improvement across all areas of their business. Instead, they will need to focus the enterprise on those areas which really drive value creation and consider partnering for the remaining non core processes. Already, leading private banks with value oriented models are increasing the pressure on their less innovative competitors to transform to be lower cost, more agile and responsive. This involves the traditional vertical integrated models giving way to more flexible component based operating models which can deliver greater value.

“Private banks should try to have an open minded management style, which means concentrating on the core competences of the private bank and outsourcing whatever someone else can do better for a more competitive price.”

A. Simonet, Dresdner Private Banking International

5. Pro-actively seek out to benefit from industry restructuring by optimising the business portfolio and geographic mix

Some private banks have already recognised the emerging challenges and have the vision and execution plan to respond in a timely way. Other players remain stuck in their traditional ways and are falling behind. We expect a few dominant players to lead and that some focused mid tier and niche specialists will also be successful. Other weaker global and mid tier private banks will neither develop sufficient skills nor scale to compete effectively in this dynamic environment and will themselves be victims of restructuring.

“Consolidation in private banking will be partly driven by the next wave of cross border retail banking mergers in Europe. These mergers will be driven primarily by considerations on the retail side. The private banking business units of these financial institutions will have to accommodate and leverage the resulting synergy and scale in the new organisation.”

P. Damas, ING Group Private Banking
Key survey messages
A number of themes have emerged from the survey findings. These topics indicate where participants are focusing their attention and are responding to the industry changes that are underway. They are:

**Financial markets experienced a more measured recovery**

1. The market is recovering from the difficult market environment of 2002, but the recovery is more measured and participants believe that they are now in a more competitive environment with additional competition from newer business models such as family offices and hedge fund providers.

2. In this environment, top line revenue growth has become more difficult with the majority of respondents acknowledging that achieving growth in client assets is becoming harder with significant differences in growth rates between onshore and offshore.

   Participants also identified scale is now more of an issue as larger groups are better equipped to reduce the cost of client acquisition by leveraging their wider parent client bases and utilising strong financial resources to grow through acquisitions.

3. Increasing and complex regulation is putting additional pressure and costs on all providers.

   This is particularly a burden for the smaller players and for the offshore private banks.

4. Participants have identified significant changes underway in the geographic sources and flows of wealth. In terms of the traditional offshore centres,
rankings are expected with Switzerland coming under more pressure from Singapore. In terms of traditional onshore rankings, Eastern Europe is expected to grow the fastest.

5. Participants CEOs strongly indicated that the quality of business leadership at the top team level is now becoming an even more critical capability to succeed.

6. Private banks acknowledge the importance of raising the bar when it comes to client experience as a key differentiator for success. Providing broader holistic advice across a range of clients’ needs was identified as becoming more essential in this respect.

Participants stated that relationship officers now need more core selling and marketing skills and that coaching is also becoming a more important issue.

7. The importance of offering a wider product palette and managing the lifecycle to optimise the mix between commodity and value added products and services was also highlighted. This tends to favour those organisations with an established product innovation capability and, typically, those who have links to investment banks.

8. Given pressure to grow revenue and optimise costs, participants continue to face the challenge to design and implement the most effective business model. This now needs to be more agile and robust to respond to the need for holistic advice, new product development, evolving regulatory requirements and to achieve penetration of new growth markets.

Successful industry participants are now looking more systematically at each component of their organisation with a view to determining whether their processes are generating value or can be shared or outsourced.

9. Participants remain cautious about their IT investments from a cost and benefit standpoint. Focused use of client relationship management enabling tools and technology is now deemed to provide substantial competitive advantage.

10. There are significant differences between the large, medium and small private banks in terms of performance and growth.

Size also now appears to matter more than in the past, as the larger groups are better able to leverage their parent organisations. Profitability and growth pressures together with the increased importance of scale benefits reinforces our opinion that further consolidation of the private banking sector will continue.
Participants identified several key challenges

- Changes in geographic sources of growth
- Need to restore confidence
- Difficult asset and revenue growth
- Client experience is a key differentiator
- Growing need for holistic advice
- Product innovation and lifecycle management
- Emergence of alternative providers
- CROs need more marketing skills
- Financial performance
- Scale is now more important
- Partnering and outsourcing
- Component based approach
- Agile and cost effective business models
- ESD and more disclosure and compliance
- Client relationship management tools
- Quality of top team more critical
- Client relationship management tools
- Agile and cost effective business models
- ESD and more disclosure and compliance
- Quality of top team more critical
- Financial performance
- Scale is now more important
- Partnering and outsourcing
- Component based approach
- Agile and cost effective business models
- ESD and more disclosure and compliance
- Client relationship management tools
- Quality of top team more critical
- Financial performance
- Scale is now more important
- Partnering and outsourcing
- Component based approach
- Agile and cost effective business models
- ESD and more disclosure and compliance
- Client relationship management tools
- Quality of top team more critical
- Financial performance
- Scale is now more important
- Partnering and outsourcing
- Component based approach
- Agile and cost effective business models
- ESD and more disclosure and compliance
- Client relationship management tools
- Quality of top team more critical
Market trends, geography and industry structure
Market trends indicate a more difficult environment
Since our last survey, financial markets have recovered. However, the majority of respondents stated that clients are now more conservative. This reflects the combination of factors including the negative performance experienced over several years, the disconnect between the advisor and the client in terms of managing risk return expectations and well publicised cases of conflicts of interest. All of these factors have impacted the traditional bond of trust between the client, the advisor and the private bank.

Clients are now more conservative with their investments following the recent market downturn

```
<table>
<thead>
<tr>
<th></th>
<th>Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>29%</td>
</tr>
<tr>
<td>Agree</td>
<td>55%</td>
</tr>
<tr>
<td>Neutral</td>
<td>12%</td>
</tr>
<tr>
<td>Disagree</td>
<td>4%</td>
</tr>
</tbody>
</table>
```

Achieving growth in client assets is also becoming harder as expressed by 80% of the respondents. Not surprisingly, this view is more pronounced amongst the offshore participants although a significant proportion of onshore clients share this opinion as well.
Part of the reasons why growth is becoming harder is that private banks are experiencing aggressive competition and disintermediation from new entrants such as multi family offices, hedge funds and other specialist providers. These new entrants are providing attractive alternatives to some client segments and, particularly those who value more innovative and differentiated offerings.

New entrants such as multi-family offices and hedge fund providers are providing increased competition to traditional private banks / wealth managers
As competition becomes tougher, it becomes vital to seek new clients and retain existing ones. In terms of retaining clients, just over half of respondents indicated that clients are now more willing to switch providers. This is particularly evident among the smaller private banks. This is counter intuitive to conventional wisdom that they can provide a more tailored service compared with the larger players.

Clients are now more willing to switch private banks

<table>
<thead>
<tr>
<th></th>
<th>Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>3%</td>
</tr>
<tr>
<td>Agree</td>
<td>49%</td>
</tr>
<tr>
<td>Neutral</td>
<td>31%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17%</td>
</tr>
</tbody>
</table>

Geographic shifts underway

In the previous edition of our industry survey, we identified that offshore banking was dying gradually while onshore offered better prospects. This was controversial to some participants. As a result, in this year’s survey, we specifically asked participants for their views on this topic. Interestingly, half of all respondents now agree that European offshore private banking is declining gradually. As might be expected, onshore participants strongly support this view. More controversially, offshore participants are split in their opinions.
The pressure on the offshore industry reflects the impact of increased regulatory activities which have been steadily building over time. Recent tax amnesties will, this year, be joined by the European Savings Directive (ESD). It is inevitable that these will have an additional impact on the relative positioning of traditional European offshore centers. Over the last few years, the onshore centers have improved their domestic capability with improved offerings, tax efficient solutions and more competitive prices.

In terms of effect in 2005, Switzerland maintained its leading position in terms of growth of assets in relation to Singapore and Hong Kong. However, in two years’ time, respondents predict that Switzerland will lose its pole position to Singapore. The United Kingdom and Luxembourg will continue to trail their Asian competitors. Clearly these are predictions but they serve to illustrate the likely loss of the European centers historically dominant positions.

What is your level of agreement with the following statement?
European offshore private banking is declining gradually

<table>
<thead>
<tr>
<th>Level of Agreement</th>
<th>Onshore participants responses only</th>
<th>Offshore participants responses only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>10%</td>
<td>47%</td>
</tr>
<tr>
<td>Agree</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2%</td>
<td>8%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>
What do you believe will be the most important offshore centers in terms of growth of private banking assets in two years’ time?

<table>
<thead>
<tr>
<th>Offshore centers in 2005</th>
<th>Rank</th>
<th>Offshore centers in 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Switzerland</td>
<td>1</td>
<td>Singapore</td>
</tr>
<tr>
<td>Singapore</td>
<td>2</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>3</td>
<td>Hong Kong</td>
</tr>
<tr>
<td>UK</td>
<td>4</td>
<td>UK</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>5</td>
<td>Luxembourg</td>
</tr>
<tr>
<td>Cayman Islands</td>
<td>6</td>
<td>Cayman Islands</td>
</tr>
<tr>
<td>Bahamas</td>
<td>7</td>
<td>Bahamas</td>
</tr>
</tbody>
</table>

The rise of Singapore and Hong Kong also reflects a structural trend with the rapid creation of wealth in the Asian and the Far Eastern markets.

Turning to the onshore markets, participants believe that the most important countries for growth will be the traditional top five European economies. However, by 2007 respondents predict that Eastern Europe will become the fastest growing private banking market, outplacing the traditional domestic markets.

What do you believe are the most important onshore centers in terms of growth of private banking assets in two years’ time?

<table>
<thead>
<tr>
<th>Onshore centers in 2005</th>
<th>Rank</th>
<th>Onshore centers in 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>1</td>
<td>Eastern Europe</td>
</tr>
<tr>
<td>Germany</td>
<td>2</td>
<td>UK</td>
</tr>
<tr>
<td>Spain</td>
<td>3</td>
<td>Germany</td>
</tr>
<tr>
<td>Italy</td>
<td>4</td>
<td>Spain</td>
</tr>
<tr>
<td>France</td>
<td>5</td>
<td>Italy</td>
</tr>
<tr>
<td>Switzerland</td>
<td>6</td>
<td>France</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>7</td>
<td>Switzerland</td>
</tr>
</tbody>
</table>
Only one third of participants expect offshore assets under management to grow by over 5%. This is in sharp contrast to onshore where 62% of participants expect growth of over 5%.

**Industry structure undergoing change**

Given the above changes, it is not surprising that the majority of respondents have identified that there is now more polarization between successful and less successful private banks.

When asked which type of organisation is best positioned to succeed in the European private banking market, participants believe that private banks with their own brand, but part of a larger group and private banking divisions of universal banks are better positioned. These are followed by the independent private banks and dedicated niche players. With the above market trends, life is becoming more difficult for the independent private banks as they have neither the scale and resources of the larger groups nor, in some cases, the specialization of dedicated niche players.

In parallel with these issues, the scale debate continues. Participants believe that the scale needed to compete successfully has increased substantially compared to our last survey. One out of five respondents now claim that the minimum threshold is at €20 billion in terms of assets under management (AuM). Another 20% puts the bar even higher with a minimum required of €50 billion AuM. It is also worth noting that 25% of the respondents have not expressed any opinion.

The increased importance of scale is likely to put further pressure on the midsize and smaller players whose strategic options are becoming more limited. They have to face a higher cost of doing business in light of both the geographic shifts and the pressures levied upon them by the regulators. As a result, their ability to successfully transform their business model and/or focus on clear niches is likely to determine the pace of consolidation to come.
IBM Business Consulting Services (BCS) private banking and wealth management capability
About IBM Business Consulting Services
With consultants and staff in more than 160 countries globally, IBM Business Consulting Services is the world's largest consulting services organisation. IBM Business Consulting Services provides clients with business process and industry expertise, a deep understanding of technology solutions that address specific industry issues and the ability to design, build and run those solutions in a way that delivers bottom line business value.

Our wealth management and private banking capability
IBM Business Consulting Services offers a unique combination of world class industry knowledge, business and operational consultancy, systems applications, and integration and implementation experience. This is supported by a broad range of sourcing and delivery options. Working at both executive and functional management levels, we help our clients realise economic value and advantages rapidly and effectively in the dynamic and challenging markets in which they operate. IBM Business Consulting Services is committed to the wealth management and private banking industry and continues to make investments in order to bring new and innovative thinking and cost-effective practical solutions to the business and systems challenges to the industry. Our work in this area has developed substantially in recent years, reflecting the increasing attention of financial institutions to the wealth management and private banking sector.

Our client service approach
For the financial services industry, we have organised ourselves around industry sectors such as financial markets, banking and insurance. Financial markets includes our services to investment banks, private banks and wealth managers, asset managers and securities exchanges. We have dedicated account teams serving our major clients. Through our matrix of geographies, client groups and functional expertise, we draw on qualified resources to provide our clients with tailor-made solutions and perspectives to supplement their internal resources and help them achieve better results faster and more cost effectively. For wealth management and private banking, we have an established global network of practitioners, which includes European centers in Geneva, Zurich, London, Paris, Amsterdam, Brussels, Frankfurt, Madrid and Milan. Our client engagements can broadly be placed into a number of categories:

- Business direction and change management
- Programme and project management support
- Client-centricity and customer retention
- Financial and operational process improvement
- IT strategy and implementation
- IT outsourcing and operate

Business direction and change management
We help top management to evaluate objectively the impact of market trends, competition and other external pressures on their institution's strategy and with the design of practical, high-level operational models to respond to challenges and opportunities. We help ensure that all elements are fit for purpose, aligned against the target business objectives and have a clear link to operational implementation roadmaps to speed execution and the delivery of results.
**Client-centricity and customer retention**
We work with both senior management and client relationship officers to better understand clients’ needs and their requirements via client interviews and client relationship officer coaching. Using this, we assist in designing and implementing responsive segmentation models and pricing optimisation schemes. We additionally help redesign front office business processes to improve both efficiency and effectiveness. Our support includes the analysis, design and effective implementation of advisors’ supporting tools and technology enablers.

**Financial and operational process improvement**
We have deep industry-specific knowledge and skills in the front, middle and back-office areas. This enables us to deal with issues of productivity enhancement, cost reduction, management information systems improvement and the redesign of the finance management functions.

**IT strategy and implementation**
Our IT strategy and implementation capabilities are broad. We have wide experience of working with leading independent wealth management applications providers, in addition to IBM’s own leading infrastructure products. Our experience and capabilities also cover Applications Management Services (AMS).

**IT outsourcing and operate**
Our outsourcing and operate capabilities enable us to operate, on behalf of clients, their support services such as the finance, HR and IT functions. We are also able to operate mainstream business processes enabling our clients to turn fixed cost into variable costs. This is a continuation of the current industry trends within wealth management and private banking. Our services include:

- Improvement of business operational processes prior to outsourcing
- Identification and selection of suitable outsourcing strategies and partners
- Establishment of open joint-use centres

**Other IBM Global Services**
- Integrated technology services
- e-business on demand
- e-business hosting services
- Strategic infrastructure outsourcing
- Learning services

**Our clients and our ambition**
Our client base includes many of the world’s leading wealth managers and private banks where we have long and valued relationships. We typically work in teams with our clients to build joint understanding and commitment to the solutions. We are also dedicated to helping develop our clients’ knowledge and capabilities, and providing practical and pragmatic support. We are reinforced by proven methodologies, best practice information and knowledge based on our practical track record of more than one hundred assignments in wealth management and private banking.
banking in Europe. Clients further benefit from our significant research investments in comprehensive points of view disseminated through articles, books, surveys and white papers as well as our technology-oriented prototypes and proof of concepts. We also maintain alliances and partnerships with the leading software providers. Our goal is to be the world's leading partner, trusted to unlock business value by delivering innovative business and technology solutions.
Survey methodology and approach
The survey covered the following key topics:

- Strategy and market trends
- Client knowledge
- Human resources
- Products and services offering
- Operations and technology
- Financial performance and metrics

The survey was distributed to participants in October 2004 and responses were analysed throughout the period January-March 2005. (2004 data should reflect the first half of 2004). All currency data is in Euro.

Survey sections were completed by:

- Chief Executive Officers
- Head of Client Relationship Management
- Chief Financial Officers
- Chief Operating Officers
- Chief Information Officers
- Head of Corporate Marketing
- Head of Human Resources

Participant profile

The survey results in this report are based on detailed responses from 96 private banking organisations.

Survey responses were received from a total of 12 onshore and offshore countries. The onshore countries (Austria, Belgium, France, Germany, The Netherlands, Italy, Spain and the United Kingdom) represented 62% of the participants, while the offshore centers (Channel Islands, Luxembourg, Monaco and Switzerland) represented the remaining 38% of respondents.

Participants varied by size of assets under management. Large was defined as assets under management of more than €50 billion. Medium had assets under management between €10 and €50 billion. Small had assets under management of €10 billion or less.

Client survey

Survey responses were received from 45 clients whose wealth range from €1 million to €10 million and above. The clients originated from France, Germany, Italy, The Netherlands, Spain, Switzerland and the United Kingdom.
Survey authors and editorial team
Survey lead authors:
Philippe Theytaz and Ian Woodhouse

Editorial Team:
Annabel Destrade, Marc Havelka, Pascal Renault, Panagiotis Vassiliadis, Andreas Lindermeier,
Damian Tobler, Stéphane Herrmann.
15. IBM Business Consulting Services wealth management and private banking network
For further information on the European Wealth and Private Banking Industry Survey, please contact:
Philippe Theytaz in Geneva on + 41 58 333 4505
philippe.theytaz@ch.ibm.com
Ian Woodhouse in London on + 44 207 021 8614
ian.woodhouse@uk.ibm.com

For general enquiries on our wealth management and private banking capabilities, please contact the appropriate office representative listed below:

**Europe, Middle East, Africa:**

Austria – Vienna
Ludwig Semper
ludwig.semper@at.ibm.com
+43 1 21145 2924

Belgium - Brussels
Paul Rousseau
paul.rousseau@be.ibm.com
+ 32 2 416 5647

Czech Republic – Prague
Roman Mentlik
roman.mentlik@cz.ibm.com
+420 272 131 80

France – Paris
Xavier Freynet
xavier.freynet@fr.ibm.com
+33 1 4905 7420

Germany – Frankfurt
Bernd Schumacher
bernd.schumacher@de.ibm.com
+49 69 6645 6493

Hungary – Budapest
Gabor Farkas
gabor.farkas@hu.ibm.com
+36 1382 5858

Luxembourg
Paul Rousseau
paul.rousseau@be.ibm.com
+ 32 2 416 5647

Italy – Milan
Valerio Valentini
valerio.valentini@it.ibm.com
+39 02 5962 4848
Poland – Warsaw
Bogdan Barewski
bogdan.barewsi@pl.ibm.com
+48 22 8786 777

Russia – Moscow
Thomas Martin
thomas.martin@ru.ibm.com
+7 095 775 8800

South Africa - Johannesburg
Michael Spiteri
spiteri@za.ibm.com
+27 11 302 9111

Spain – Madrid
Javier Moreno Cepeda
javier.moreno@es.ibm.com
+34 91 397 9078

Switzerland – Geneva
Philippe Theytaz
philippe.theytaz@ch.ibm.com
+41 58 333 4505

Switzerland – Zurich
Roger Altorfer
roger.altorfer@ch.ibm.com
+41 58 333 6151

The Netherlands – Almere
Hans Honig
hans.honig@nl.ibm.com
+31 20 513 4135

United Kingdom – London
Ian Woodhouse
ian.woodhouse@uk.ibm.com
+44 207 021 8614

Rohitha Perera
rohitha_perera@uk.ibm.com
+44 207 202 3890
North America
Canada – Toronto
Jeremy Donaldson
jeremyd@ca.ibm.com
+1 416 956 782

United States – New York
Daniel Bikowski
daniel.bikowski@us.ibm.com
+1 646 598 4890

Alan S. Trench
alan.s.trench@us.ibm.com
+1 646 598 5157

Asia – Pacific
Australia – Sydney
Ino Maquirang
ino.maquirang@au1.ibm.com
+61 29 478 8960

China
Ian Ball
ianball@cn.ibm.com
+86 21 6326 2288

India – Mumbai
Anita Iyer
anita.mehta.iyer@in.ibm.com
+91 22 56962320

Japan
Valerie Brami
brami@jp.ibm.com
+81 70 6182 1761

Malaysia – Kuala Lumpur
Anthony Lipp
anthonyj@my.ibm.com
03 77 277788

Singapore
Divya Patel
Divya.patel@sg.ibm.com
+65 641 82047