

# Offshoring and Outsourcing: Optimising the mix for a Global Asset Manager

Industry Research

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# Table of Content

<b>Asset Management Industry Insights</b>	<b>...3</b>
Global Asset Management Industry	
Global Capital Market Industry	
<b>Trends &amp; Challenges for Asset Managers and Industry</b>	<b>...6</b>
Trends & Challenges towards Asset Managers	
Trends & Challenges towards Asset Management Industry	
<b>Insourcing and Outsourcing Scenario in Asset Management</b>	<b>...15</b>
BNY Survey Insights	
Outsourcing Trends with Cases	
Asset Management Outsourcing Industry Insights	
BPO Capital Markets Operations Insights	

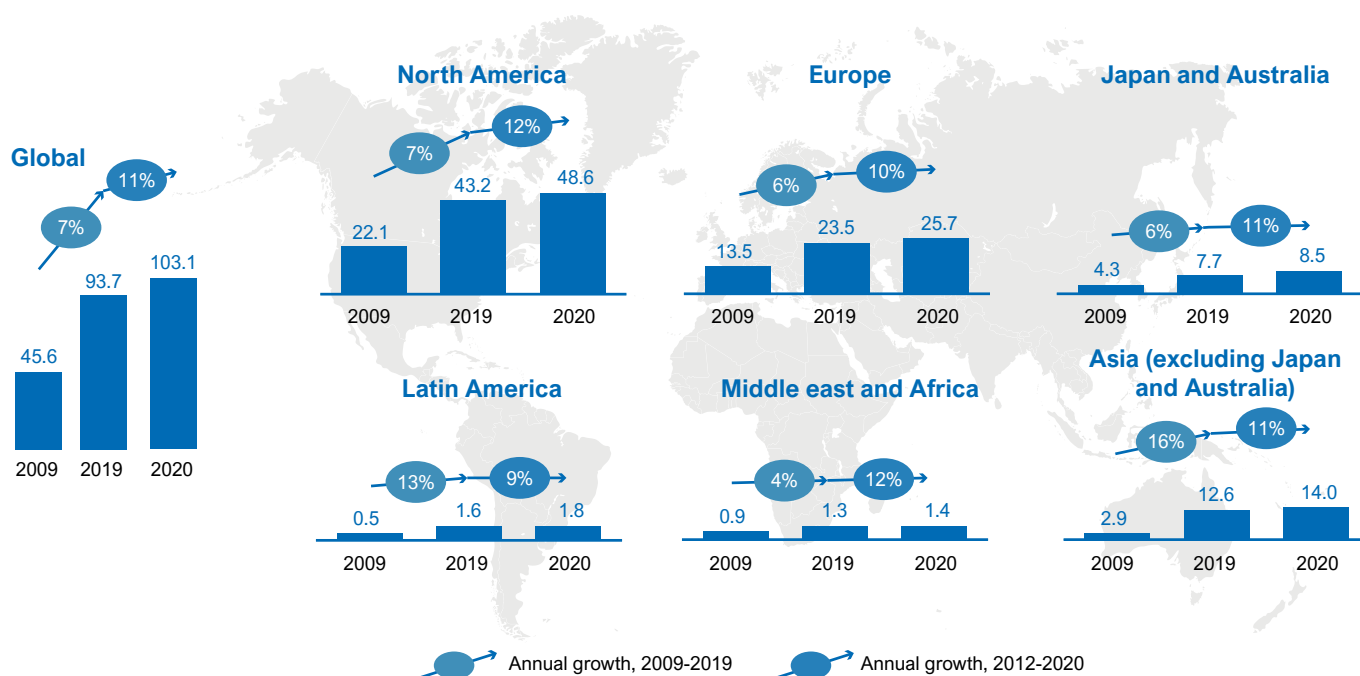


# Asset Management Industry Insights

## Global Asset Management Industry Exceeded \$100 Trillion in 2020 \*

“The asset management industry has emerged from the global pandemic in a [position of strength](#), with assets growing by 11% in 2020 to end the year at \$103 trillion. Retail portfolios, representing 41% of global assets at \$42 trillion, grew by 11% in 2020, while institutional investments grew at a similar pace to reach \$61 trillion, or 59% of the global market. Retail investors were the main driver of net inflow, contributing 4.4% of net new capital in 2020, twice the size of the contribution made by institutional investors (2.2%)”

## Global AuM Exceeded \$100 Trillion in 2020, with North America as the Main Driver of Growth (AuM, \$Trillions)



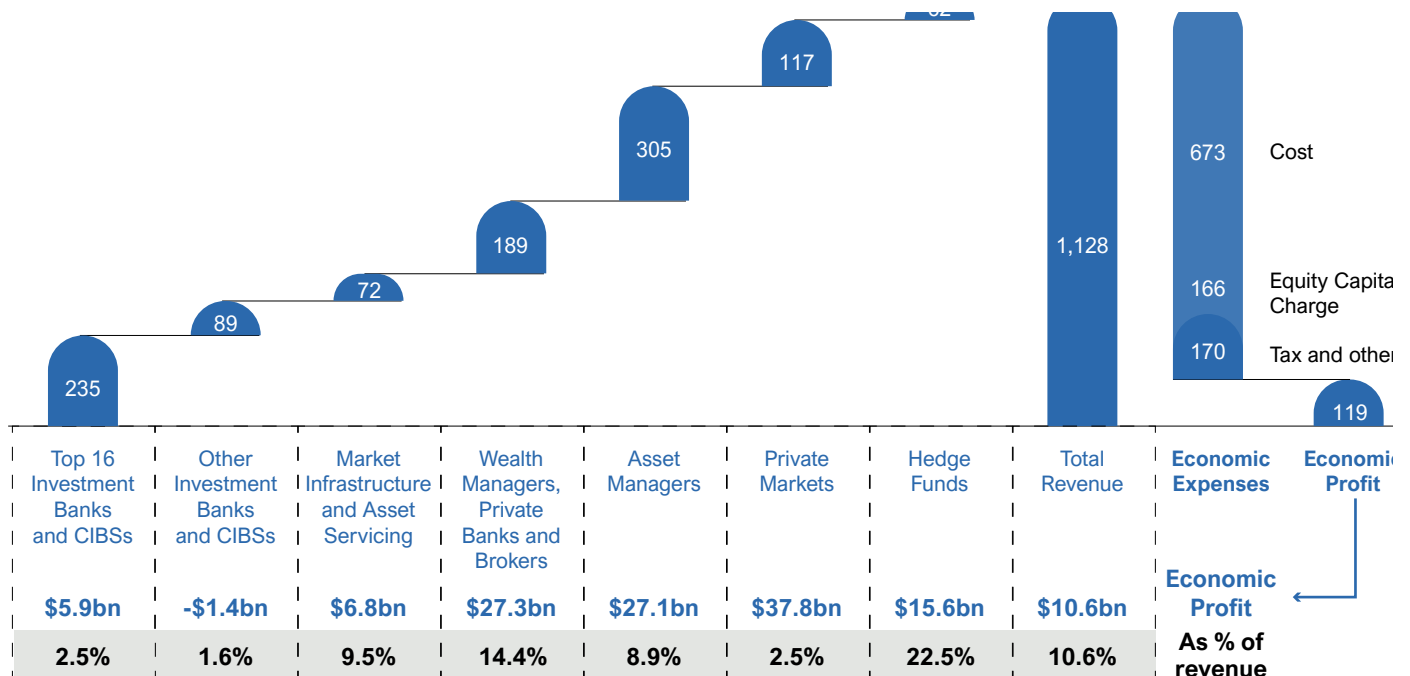
\*Source: BCG Report on 'Global Asset Management 2021' (July 2021)

## Asset manager revenue share under global capital market industry is around \$305 Bn in 2020\*

Accenture’s vision for 2025 lays out how the industry could reinvest revenues from this year’s events into strategies for the future and by 2025 –

- Sell-side leaders will have created **digitally enabled operating models** that lower costs and offer enhanced experiences for customers and employees.
- Buy-side leaders will have become **technology-driven and data-enabled**, with the client at the center of the value proposition.
- Market infrastructure leaders will have **embraced digital transformation**—from data monetization to cloud, digital assets to artificial intelligence.

### Capital Markets Industry Revenue Breakdown, by Sector (2020)



\*Source: Accenture Capital Market Insights 'Towards the Capital Markets of Tomorrow' (June 2021)



## Asset management’s today—and Tomorrow (2025)\*

Driver	Today	Tomorrow
Product	<p><b>Stress capabilities over products:</b> As investors continue to shift away from purely seeking alpha- first to passive investing and now to purpose-driven investing- asset managers should also look at emphasising capabilities over products.</p>	<p>AI is evolving, and asset managers- as with wealth managers- need to invest in more of these technologies to enable fast, data-driven decision making around returns, product sustainability and new offerings.</p>
	<p><b>Turbo charge the investment process:</b> The digital agenda requires consensus, testing and a clear demonstration of real, sustained and measurable results- especially when it comes to client returns.</p>	<p>Our research has found that firms who adopt a full range of AI and analytics solutions- data mining, signal generation, optimization and prediction- delivery real, sustained and measurable results.</p>
Operating Model	<p><b>Create a new path to profitability:</b> Product changes and client demand may force firms to restructure. Cost cutting is likely to remain a high priority but isn't enough on its own to drive sustainability.</p>	<p>Asset managers should create a seamless, end-to-end digital model that delivers a simplifies and cost-effective core operating model and a greater client experience. By leveraging the new playbook, firms can embed new mindsets and ways of working to match to speed of innovation.</p>
	<p><b>From a static asset to a strategic asset:</b> Firms should begin their “data reinvention” by leveraging their existing data in a new, exciting, client-focused and profitable way. Getting the data “right”- including competency for firms to avoid entering an overcrowded space and suffering from product saturation</p>	<p>Transforming data from a static asset to a strategic asset drives action across the firm. This requires a strong foundation, the new playbook and a cultural shift within the operating model.<sup>12</sup> When combined with the cloud technology, this transformation effort becomes scalable, more efficient and transparent.</p>

\*Source: Accenture Capital Market Insights 'Towards the Capital Markets of Tomorrow' (June 2021)



# Trends & Challenges for Asset Managers and Industry

<b>Asset managers to keep an eye on scale and cost as major consolidation is expected in coming years</b>	<b>Asset managers to witness job creation in cybersecurity, compliance and vendor oversight</b>	<b>Asset managers to always keep double check on compliance, regulation and policy changes</b>	<b>Environmental, Social and Governance (ESG) to play major role in operation</b>
<p>PwC states the most daunting challenges for mid-size firms is trying to navigate between scale and niche managers. The firm also estimates, over the next 5 years, mega-firms will consolidate further and control some 68% of AUM, up from 53% in 2019, meaning 20% of the firms currently operating today will be acquired or eliminated.</p>	<p>PwC predicts employment contraction with fewer jobs in operations, procurement, technology and finance driven by outsourcing, developing technology &amp; other factors and employment gains in cybersecurity, compliance and vendor oversight to meet evolving regulatory needs. Job creation in response to environmental, social and governance (ESG) is likely continuing to grow. The pandemic accelerated permanent remote work, with expectations of nearly 70% of financial services (FS) employees working from home at least 1 day a week. Owing to this, firms are approach to digital upskilling, cybersecurity, feedback and cloud access on high priority for remote work.</p>	<p>Compliance will likely continue to remain top of mind for everyone in the AWM sector. With the new administration, asset and wealth managers are focusing on policy changes in 3 key areas – Tax policy; Interest rates; and SEC. Leading firms are staying ahead in this by following the Fed movements of the rates and staying close to Washington to make sure they have a voice in any upcoming SEC conversations.</p>	<p>With societal shifts tied to the pandemic, market is confronting broader issues more directly. With an annual growth rate for socially conscious funds at more than 10%, PwC believe this shift presents an opportunity for asset managers to differentiate their firm's offerings. Top areas of focus under this arena are – Focusing on financial wellness and outcomes; Improving diversity, inclusion and the protection of employees; Shifting priorities beyond financial performance; Environmental care; Fostering involvement in the communities in which firm operates; Becoming agents of societal change.</p>

Source: PwC Blog – 'Four Trends for Asset Managers to Watch in 2021' (Feb 2021)



## Other Major Trends for Asset Managers to watch in 2021

### Asset Managers to outsource more services in 2021

Fund managers will be more reliant on their asset servicing and technology partners in the future [as they look to outsource](#) more of their operations, according to a recent Funds Europe research report.

- Almost three quarters of firms ([73%](#)) expect to increase the number of services they outsource to external partners over the next 2 years.
- However, [42%](#) of asset managers also plan to reduce the number of external partners they use, meaning that they will be expecting a more comprehensive service from the providers they do use.
- The survey showed that managers will look to take advantage of the investment that large asset servicing companies have made in their global operating models.
- As many as [83% of respondents](#) said they expected to extend their strategic alliances with asset servicing and tech partners, enabling connection of mid- and back-office services straight to their front-office tools and investment book of record. ([Link](#))

### Firms and Asset managers to look for new ways of client interaction and product offering

- In an industry that is increasingly commoditized, and investors focused so intently on cost, asset managers will look to create more differentiated products and focus on [delivering better experiences](#).
- Companies will focus on new ways for client interaction and begin redesigning end-to-end client journeys.

Source: Funds Europe Article (Jun 2021) and PwC Blog – 'Four Trends for Asset Managers to Watch in 2021' (Feb 2021)



## Top Challenges for Asset Managers\*

Challenge	Description
Fee and Margin Pressures	<ul style="list-style-type: none"> <li>• Fee and margin pressures has begun and will continue to drive consolidation across all parts of the industry, with size being seen as a critical factor in being able to offer a competitive range of products to reach the key distribution channels.</li> <li>• Asset managers are likely to play major role in this arena as this will <b>further save cost</b> for the company</li> </ul>
Value of Brand and Trust	<ul style="list-style-type: none"> <li>• The top 10 asset managers are on average attracting 70% of all net new asset flows.</li> <li>• This winner-takes-all phenomenon is increasing the so-called barbell within the industry, with certain managers concentrating on passive related products, including exchange-traded funds, with others concentrating on alternatives including private debt, hedge, real estate, private equity and infrastructure.</li> <li>• The more likely outcome will be that these nonfinancial services <b>brands will partner with the global asset management brands to try to reach new investors including the millennials.</b></li> </ul>
Relevance and Role of Macroeconomics factors and product development	<ul style="list-style-type: none"> <li>• Product innovation over the coming years will be driven by a combination of: <ul style="list-style-type: none"> <li>• Relatively low interest rates in the major economies</li> <li>• Increasing aging populations in developed countries</li> <li>• The need for asset protection</li> <li>• The continued shift in retirement funding from the state or the employer to the employee</li> </ul> </li> <li>• For many of the “traditional active” managers to survive and grow, <b>they will need to re-focus on their product range</b> with a significant shift to alternatives through a combination of acquiring firms and teams.</li> </ul>
Recognizing and Utilizing Full Potential of Technology and Digital	<ul style="list-style-type: none"> <li>• Technology and digital developments continue to revolutionize every part of value chain, and this includes developing digital tools to facilitate product distribution via financial advisors in intermediary channels, as well as distribution directly to investors.</li> <li>• Managers seek to use alternative data aided by <b>ML and AI</b> to improve the investment process.</li> <li>• <b>Distributed ledger technology</b> and <b>blockchain</b> have the potential to transform custody and clearing and further drive cost bases lower.</li> <li>• <b>Robotic process automation</b> offers the opportunity to highly automate processes such as Net Asset Value calculations, portfolio valuations and reconciliations in a cost-efficient way.</li> </ul>

\*Source: EY Article on 'The challenge of the Asset Management industry' (Jan 2020)





## Asset management players via using technology is likely to reduce middle and back-office (MBO) cost from 50% to 20%

### Growing Adoption of Technology to change operation model

- According to OliverWyman Insights on Asset Management Trends for 2021 - Roughly 50% of middle and back-office (MBO) costs are still linked to personnel.
- However, leading firms will be able to reduce [this figure to 20% over the coming years](#) – via increased adoption of automation, either deployed internally (e.g. machine learning) or [through third party solutions](#), will reduce the need for human intervention across the MBO.
- OliverWyman expects that vendors are likely to widen their SaaS offerings with expanded services that address some of the most acute pain points for asset management COOs (e.g. security master enrichments, compliance checks or index data harmonization).
- This will reduce the need to maintain large operations departments as asset managers leverage API-enabled infrastructure to integrate with partners and delegate the operational burden to them.

### Expanding scope of AI and automation

- Use of AI & Automation in assets and investment management back-middle office functions can be towards – Operations intelligence using M; Powering risk performance; reporting and servicing using NLP; On-demand reporting by generating management reporting on-demand by using ML and chatbots; and Employee insights
- [Case](#): In July 2020, Temenos (US-based banking software company) launched a SaaS Explainable AI (XAI) model to help fund administrators, insurers and asset managers and custodians improve operational efficiency by leveraging static and transactional data patterns, coupled with human judgement and expertise.

Source: Secondary Articles and Sutherland Insights



# Growing use of AI and partnerships & FinTech collaborations will witness be witnessed in 2021 Asset Management Sector

## Artificial Intelligence Scales-up

- The use of artificial intelligence in portfolio management, investment decision-making, and other areas may become a differentiator in 2021.
- As the scramble to “go digital” and apply advanced analytics and big data accelerates, firms that demonstrate their performance and cost benefits utilizing this technology will benefit from both economies of scale and growth of assets under management (AUM).
- **Case:** In July 2020, Temenos (US-based banking software company) launched a SaaS Explainable AI (XAI) model to help fund administrators, insurers and asset managers and custodians improve operational efficiency by leveraging static and transactional data patterns, coupled with human judgement and expertise.

## Leveraging Partnerships and Fintech

- With an increased focus on technology, many asset managers continue to look externally for solutions.
- Developing application programming interfaces (API) technology allows firms to plug into larger ecosystems, making previously missing tools accessible, as well as allowing for the seamless exchange of data and information.
- 2021 is likely to see witness asset managers partner more closely with their administrators, custodians, and digital innovators in 2021

## Leveraging Partnerships and Fintech

- Asset management firms will make material investments in technology in 2021, yielding new digital tools and capabilities within the industry. Asset managers will look at digital capabilities as assets that could be sold externally, providing new business opportunities.
- The packaging and external sale or licensing of these digital assets will help refine their business model and enhance their revenues

Source: Capco Document on 11 Asset Management Trends to Watch in 2021



## Blockchain-Related Initiatives in Asset Management Segment

Theme	Case
<a href="#">BPO servicing players collaborating to extend blockchain solutions under asset management segment</a>	<ul style="list-style-type: none"><li>In Jun 2021, Broadridge Financial Solutions, Inc. Private Market Hub platform is using Amazon Managed Blockchain from Amazon Web Services, Inc. (AWS).</li><li>The updated platform, the industry's first deployment of blockchain technology for the private equity market, now has added connectivity to existing industry tools and technologies to help <a href="#">further automate workflows between front-, middle- and back-office functions</a> providing a consistent, secure, real-time view of the data. (<a href="#">Link</a>)</li></ul>
<a href="#">Players expanding their blockchain partners ecosystem to enhance offering</a>	<ul style="list-style-type: none"><li>May 2021, Blockchain specialist <a href="#">Blocksize Capital</a> joins the Avaloq.one ecosystem.</li><li>With Blocksize Capital being part of the Avaloq.one ecosystem now, the German fintech's cutting-edge blockchain technology is easily accessible to banks and wealth managers which are looking to efficiently and securely manage and trade digital assets. (<a href="#">Link</a>)</li></ul>
<a href="#">Players developing blockchain solution via partnerships</a>	<ul style="list-style-type: none"><li>In 2018, Cognizant developed blockchain solution in partnership with Indian insurers.</li><li>The solution will help insurers reduce the risk of data breaches, <a href="#">fraud and money-laundering</a>, while delivering a superior experience to customers (<a href="#">Link</a>)</li></ul>

Source: Company Website and Press Release



## Top Challenges in the Investment and Asset Management Sector (1/3)

<p><b>Data Integration</b></p>	<p>Whatever the operating model adopted by a firm, it is crucial to integrate and solve for the data flows from disparate feeder systems in FO/MO/BO areas, such as custody, performance &amp; attribution, risk, OMS, exchange systems:</p> <ul style="list-style-type: none"> <li>• Integrating systems and establishing a single source of truth for investment operations and investment management teams</li> <li>• Establishing a hub for reporting, particularly in firms with any element of outsourced FO/MO/BO. A system that records flows between these systems and serves as a single source of truth.</li> <li>• Creating a framework for sourcing, enriching, mastering, validating and reporting data in-house</li> </ul>
<p><b>Scale/Expansion</b></p>	<p>System scale and performance:</p> <ul style="list-style-type: none"> <li>• Accommodating growth and change in the business and its operating model</li> <li>• Enabling automation and digitization</li> <li>• Incorporating artificial intelligence and machine learning</li> <li>• Improving analytics capabilities</li> </ul>
<p><b>An Operating Model for Generating Alpha</b></p>	<p>As markets evolve, firms face challenges of generating alpha and adjusting their operations as needed:</p> <ul style="list-style-type: none"> <li>• Becoming flexible at introducing new/alternative investment classes</li> <li>• Identifying core and non-core activities to help shape an optimal target operating model</li> <li>• Selecting managed or outsourced services, freeing up resources for strategic alpha generating activities</li> </ul>

Source: The Golden Source Article Point by Point: 'Challenges in the investment management industry' (Apr 2020)



## Top Challenges in the Investment and Asset Management Sector (2/3)

<p><b>Changing Investor Preference and evolving customer experiences</b></p>	<p>A quicker go-to-market has become an important aspect for survival in the era of changing investor preferences and evolving customer experiences.</p> <ul style="list-style-type: none"> <li>• Launching new products fast, especially involving private market assets, with the complexities of set up, valuations and reporting</li> <li>• Delivering a better user experience for customers in the form of services offered post sales, including fact sheet reports</li> </ul>
<p><b>Operational Risk Management</b></p>	<p>Operational inefficiencies and the potential for manual errors increase with growth in assets under management (AUM), the client base, the variety of funds or the number of external fund managers. Many operational risks relate to manual processes:</p> <ul style="list-style-type: none"> <li>• Launching new products and setting up new funds</li> <li>• Maintaining complex policy trees, fund structures or taxonomies and allocations at various levels</li> <li>• Monitoring allocations based on investment mandates and exposures</li> <li>• Maintaining multiple fund hierarchies for numerous reporting scenarios</li> <li>• Setting up exotic asset classes such as alternatives, private markets, infrastructure and complex derivatives</li> <li>• Assembling, validating and cleansing accounting and investment data to support daily operations</li> </ul>
<p><b>Data Quality at Granular Levels for Accurate Aggregation</b></p>	<p>Irrespective of a firm's goal, growth phase and operating model, governance is required to ensure consistent, accurate and timely data for business decisions</p> <ul style="list-style-type: none"> <li>• Establishing and maintaining rules, standards and controls, so that data is understood and used consistently across the firm</li> <li>• Supporting the governance framework in daily operations, through appropriate data sourcing, mastering, validation, scrubbing and reporting</li> </ul>

Source: The Golden Source Article Point by Point: 'Challenges in the investment management industry' (Apr 2020)



## Top Challenges in the Investment and Asset Management Sector (3/3)

<p><b>Quality Data for Better Investment Decisions</b></p>	<ul style="list-style-type: none"> <li>• Dealing with the specifics of investing in private markets assets such as infrastructure or private equity</li> <li>• Ensuring not only an accurate ABOR/accounting/custodian view, but also a detailed IBOR/investment/external manager's view/latest adjusted view</li> <li>• Easy access to different PBOR views to assess portfolio performance</li> <li>• Providing a whole portfolio view for the investment team, sliced by sector, region, external fund manager, strategy, currency, market and time horizon to assess risk</li> <li>• Peripheral front office and related critical data need to be mastered inhouse to internalize fund management as only appropriate data drives appropriate decisions</li> </ul>
<p><b>Reporting driven by regulatory augmentation</b></p>	<p>Regulations are pushing reporting to new levels of consistency, completeness and accuracy:</p> <ul style="list-style-type: none"> <li>• Compiling report data from multiple sources to comply with regulatory reporting within the stipulated timelines, such as for N-port in America, or the APRA (Australia) requirements to explain data.</li> <li>• Look-through reports needed to assess overall exposure to a specific security directly or indirectly by owning other funds</li> <li>• Drill-through reports to help with a detailed view of specific fund, benchmark, trust or private equity</li> <li>• Creating a whole assets under management view across managers, asset classes, regions, portfolios, particularly for firms who have outsourced fund management to multiple external managers, challenge is to, etc.</li> </ul>
<p><b>Data Governance Framework</b></p>	<p>Data aggregation functions are needed at various levels of policy trees to assess firmwide risk and facilitate better investment decisions, and as part of the data quality framework to ensure effective custodial oversight.</p> <ul style="list-style-type: none"> <li>• Managing data from multiple custodians to cater for public and private market needs. Firms often maintain a shadow accounting system to ensure checks and balances are in place. Reconciling exposures, fees, etc. becomes an essential part of operations. There is then a need to roll up and down exposures, fees across fund hierarchies to check and validate custodial function/calculation</li> <li>• Linear and non-linear aggregations that can adjust for derivatives or long-short portfolios</li> </ul>

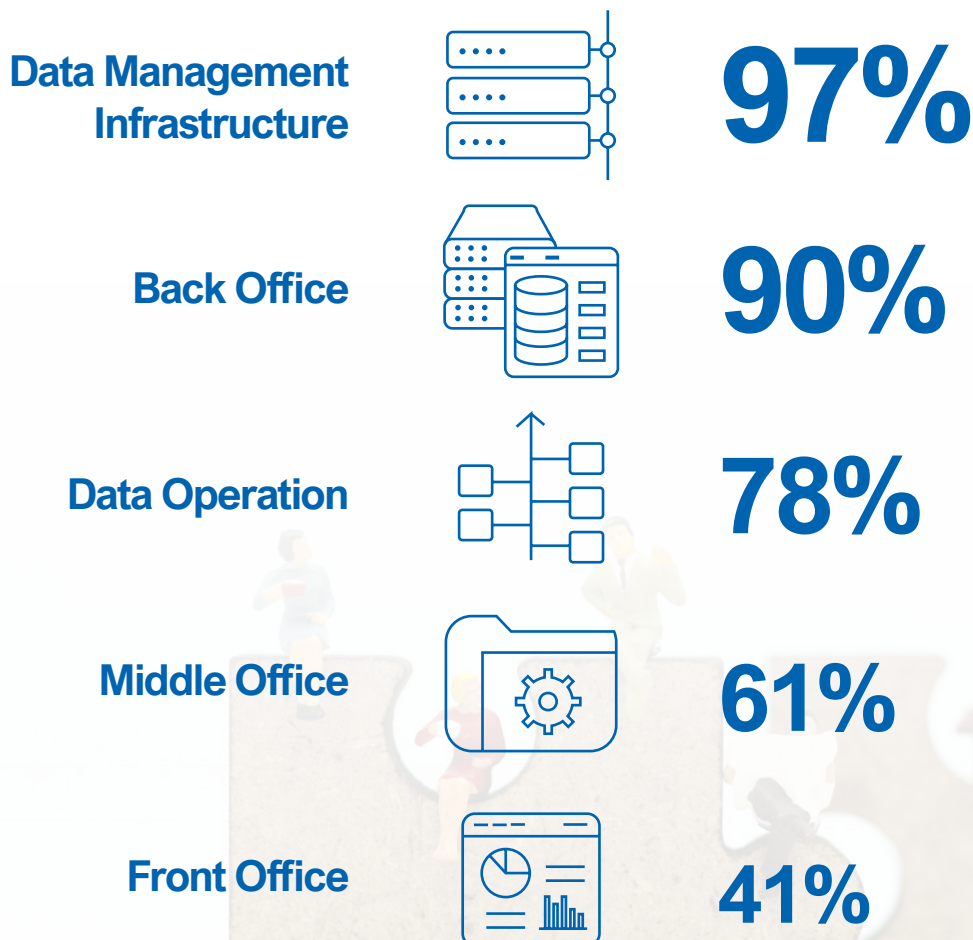
Source: The Golden Source Article Point by Point: 'Challenges in the investment management industry' (Apr 2020)



# Insourcing and Outsourcing Scenario in Asset Management

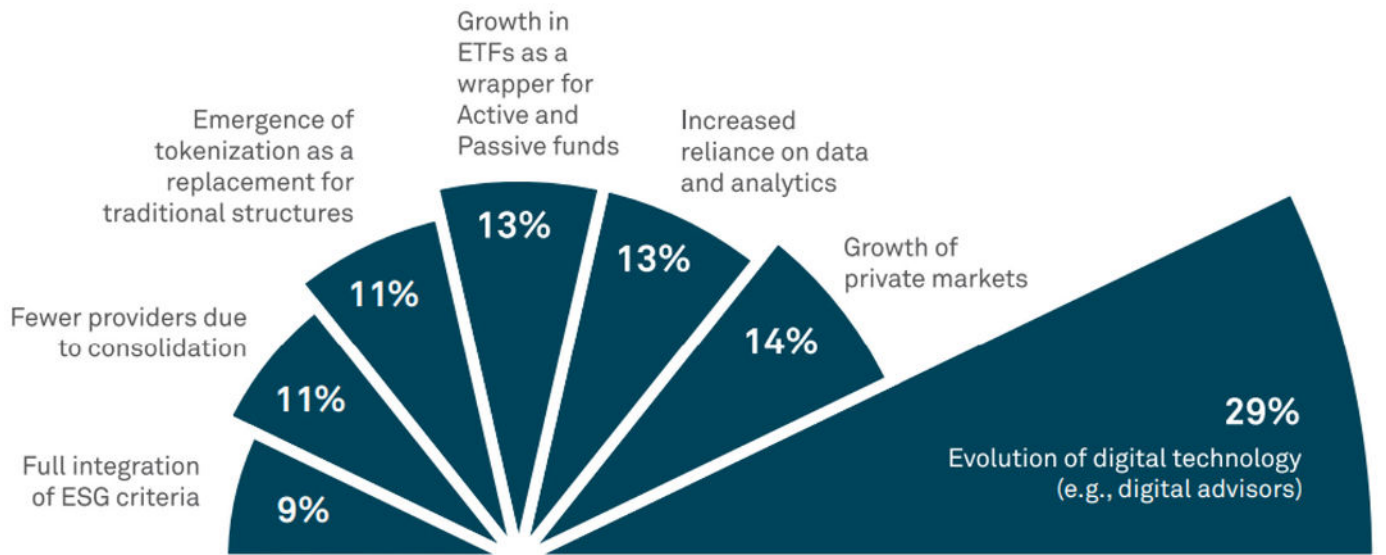
Back-office outsourcing operations likely to be second major focused area of asset managers in next 3 years\*

Outsourcing – Asset Manager’s area of focus in the next 3 years



\*Source: BNY Asset Management: Transformation Is Already Here Document (2021)

**According to Q3 2020 BNY Survey Results (2021) conducted among 200+ global fund managers – top trends in asset management over the next 3–5 years as identified by survey participants are:**



\*Source: BNY Asset Management: Transformation Is Already Here Document (2021)





## Growing push towards back-office and middle-office outsourcing of Assets Managers

<p><b>Growing demand for outsourcing among fund managers</b></p>	<ul style="list-style-type: none"> <li>JTC USA Holdings, Inc., a public company offering professional services stated in one their blog (2021) – In the U.S., the total number of fund managers using third-party administrators is growing and currently it is about 30% whereas in Europe, around <b>70% of fund managers</b> now use third-party administrators.</li> <li>Pandemic has accelerated the outsourcing trend in asset management – cyberthreats during pandemic have <b>shot up 400%</b></li> <li>Companies are increasingly shifting operation activities to low-cost locations. For instance, Since 2018, State Street Corporation has <b>cut nearly 3.5K jobs</b> – mainly in the U.S. – while continuing to up its headcount in places like China, India, and Poland.</li> </ul>
<p><b>Back-office outsourcing to be the second most preferred area of asset managers</b></p>	<p>According to Northern Trust survey (300 global asset managers) published in <b>Oct 2020</b> and conducted during Q2 2020 highlighted an increasing trend for asset managers to outsource front-to-back-office operations in order to optimise their operating models, gain operational resiliency and improve bottom line performance.</p> <ul style="list-style-type: none"> <li>~45% of respondents consider data management as the function most likely to be outsourced within the next ~2 years.</li> <li>Around <b>40%</b> are looking to outsource back-room operations while <b>38%</b> are looking to outsource middle office functions</li> </ul>

Source: JTC USA Holdings, Inc. Blog (2021), Northern Trust Survey of Asset Managers (Oct 2020) and Sutherland Insights



## BPO Asset Management industry servicing players are focusing on enhancing technical capabilities and diversification / consolidation strategies

Growth in enhancing and adopting technical capabilities within offering & processes	Case
<ul style="list-style-type: none"> <li>• Players in this ecosystem are also expanding their services by engaging with platform providers such as SAP.</li> <li>• Major players forming partnerships with BPO asset management market vendors are – Finastra, Charles River, BNY Mellon Eagle Investment Systems, Nice Actimize, FIS, Murex, TLM</li> </ul>	<ul style="list-style-type: none"> <li>• Jul 2021: Broadridge enhances its Data Solutions for Asset Managers with Snowflake Data Cloud. (<a href="#">Link</a>)</li> <li>• Apr 2021: Accenture partners with SAP to extend asset management solution functionality (<a href="#">Link</a>)</li> <li>• Nov 2020: TCS is building investment insights solution on SAP® Business Technology Platform for the Capital Markets Industry (<a href="#">Link</a>)</li> </ul>
Outsourcing servicing players in this space witnessing, acquisitions, diversification and consolidation	Case
<ul style="list-style-type: none"> <li>• Mergers, diversification and consolidation is being adopted by these players to expand their horizon of offering, increase headcount, add new clients and expand geo spread.</li> </ul>	<ul style="list-style-type: none"> <li>• Mar 2021: Wipro signed an agreement to acquire Capco, a global management and technology consultancy. Capco has worked closely in the banking, capital markets, asset management and insurance sectors. (<a href="#">Link</a>) For this, Wipro secures \$1 billion 'club loan' to fund its Capco acquisition (Sept 2021) (<a href="#">Link</a>).</li> <li>• Oct 2020: NEC Acquires Avaloq From Warburg Pincus to begin next phase of growth. Avaloq is amongst the major players in asset management market (<a href="#">Link</a>)</li> <li>• 4Pines Fund Services to provide fund accounting software solution for growing private equity firms (<a href="#">Link</a>)</li> </ul>

Source: Everest Report on 'Capital Markets Disrupted – The Quest for More Continues Despite COVID-19', Abstract (Aug 2020), Company Press Release, Sutherland Insights

## Surge in new offerings and growing collaboration with technology partners is highly witnessed in current market

Innovation towards new products and service offering as per needs of the market	Case
<ul style="list-style-type: none"> <li>• Mergers, diversification and consolidation is being adopted by these players to expand their horizon of offering, increase headcount, add new clients and expand geo spread.</li> </ul>	<ul style="list-style-type: none"> <li>• Jan 2020: Broadridge launched Forecasting Module within its asset management revenue and expense management solution (<a href="#">Link</a>)</li> <li>• Jul 2020: Avaloq released investment management wealth platform (<a href="#">Link</a>)</li> <li>• Sept 2019: TCS launched SaaS platform for FIs to automate asset servicing (<a href="#">Link</a>)</li> </ul>



Growing collaboration with technology partners and FinTech's to expand offering & geo-reach	Case
<ul style="list-style-type: none"> <li>• Top players in this market such as TCS, Infosys, Cognizant, Broadridge have wide range of partners supporting their asset management offering</li> <li>• <a href="#">Calypso</a> is the top preferred partner for service providers working for cross-asset needs of sell-side capital markets firms.</li> </ul>	<ul style="list-style-type: none"> <li>• Jul 2021: Broadridge Teams with OpenFin to Offer Enhanced Digital Workspace for Portfolio Managers and Traders (<a href="#">Link</a>)</li> <li>• Nov 2020: Allvue Systems selected by 4Pines Fund Services to provide fund accounting software solution for growing private equity firms (<a href="#">Link</a>)</li> </ul>

Source: Everest Report on 'Capital Markets Disrupted – The Quest for More Continues Despite COVID-19', Abstract (Aug 2020), Company Press Release, Sutherland Insights

## Asset Management Outsourcing Industry Insights

According to **BCG**, a firm with an AUM of \$100 billion can save 15% to 20% of total costs through such initiatives as outsourcing —

**a \$16 Bn to \$21 Bn opportunity across the industry.**

Advisors who have more time to nurture clients and prospects bring in \$1 million more in revenue over 10 years.

And advisors who **outsource add \$14.5 Mn** to their assets annually, double what in-house investment managers add

**84%** of firms and advisors who outsourced operations to specialists reported that they'd had a successful experience.

They reported that outsourcing:

- Helped save time (77%)
- Helped increase productivity (66%)
- Helped optimize efficiency (57%)
- Allowed firm to deepen client relationships (53%)

Source: Empaxis Site Insights



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Armstrong Wolfe is a global financial services advisory firm supporting the office of the Chief Operating Officer. The International COO Community (iCOOC) has over 5000 COOs within a managed network and therefore one degree of separation from each other.

We empower this community by providing thought leadership, promoting cross industry dialogue and supporting collaboration, design and execution. We have a unique blend of COO functional expertise which enables us to support iCOOC members through our advisory and project management services. We aid COO career advancement through our business management training institute and support industry wide efforts addressing diversity and inclusion initiatives through our Women in the COO Community and provide career opportunities for all underrepresented groups with the COO Academy.

**For more information: [www.armstrongwolfe.com](http://www.armstrongwolfe.com)**



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