GLOBAL WEALTH 2019

REIGNITING RADICAL GROWTH



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JUNE 2019 | BOSTON CONSULTING GROUP

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PREFACE

The steady rise in global wealth growth came to a sharp halt in 2018. Gains in global personal financial wealth tumbled by more than 5 percentage points year on year, the weakest performance in the past half-decade. The fourth-quarter dip in major stock indexes pulled down equities and the large regional portfolios tied to them. High valuation levels, geopolitical risks, and the challenges of returning to normal interest rate levels also contributed to the decline.

The big question now, of course, is whether the pullback in wealth growth is a precursor to deeper changes. Analysis of major segments, markets, and wealth manager performance suggests that a number of shifts are underway. One is the broadening wealth clientele. Although most of the world's millionaires currently live in North America, the fastest growth in personal financial wealth is occurring elsewhere. By 2023, revenue pools of the private banking channel in Asia could equal or exceed those of Western Europe.

Wealth bands are evolving, too. High-net-worth (HNW) individuals hold the greatest concentrations of wealth, but the middle band of affluent households will grow significantly over the next five years. This often-overlooked segment—with its $18 trillion in investable assets—is a golden opportunity for wealth managers willing to tailor their service and coverage models to clients' needs.

The wealth management space is becoming more crowded and more competitive, as fintechs and nontraditional players enter the market. The battle for market share will intensify as new competitors jostle with established players to meet the rising expectations of a broadening client pool.

Accustomed to the ease and convenience of digital apps, features, and channels for banking and other activities, wealth clients increasingly expect their wealth management providers to offer a similar experience. Yet many firms lag behind other sectors in employing digital tools and capabilities and in acquiring the speed, agility, and mindset to develop them. That deficit has a negative impact on the client experience, leaving value on the table and increasing the cost to serve at a time when wealth managers can ill afford it.

Finally, the slowing global economy—assessed in combination with projected rates of inflation, foreign currency movements, and market performance—suggests that wealth worldwide is likely to grow at a compound annual rate of 5.7% from 2018 to 2023, a slightly lower rate than in recent years.

To navigate this changing environment and create a strong bottom line, wealth managers must reignite growth. The most successful firms will take their business models to the next level by focusing on high-growth opportunities, amplifying advisor impact, and employing data and analytics to deliver value at scale. Surface-level changes will not suffice. To meet the heightened expectations of their sophisticated clientele and defend their market share against able and determined competitors, wealth managers will need to invest in product innovation, advanced analytics, and a robust set of digital tools and platforms to extend their reach, personalize their service, and differentiate their offering.

These are among the findings of Boston Consulting Group's nineteenth annual analysis of the global wealth-management industry. This report includes one topic that we examine each year—global market sizing—and three special chapters. One of this year's special chapters focuses on enlarging the customer base by addressing the needs of the rapidly expanding affluent segment, another looks at increasing scale and revenues by transforming client engagement models, and a third examines wealth managers' urgent need to improve their cyberdefenses to protect client data and preserve client trust—arguably their most valuable assets.

The market-sizing review encompasses 97 markets that collectively account for 98% of the world's gross domestic product. It outlines the evolution of personal wealth from global and regional perspectives, including viewpoints on different client segments and cross-border centers, and examines the opportunity that revenue pools create for wealth managers in established and growing markets. This year's report also draws on data from more than 150 wealth managers, whose input yielded insights about the performance pressures that many firms are facing and about strategic areas for improvement.

As always with our annual global wealth reports, our goal is to present a clear and complete portrait of the business and to offer thought-provoking perspectives on issues that affect all types of players in their pursuit of growth and profitability.

Signed,

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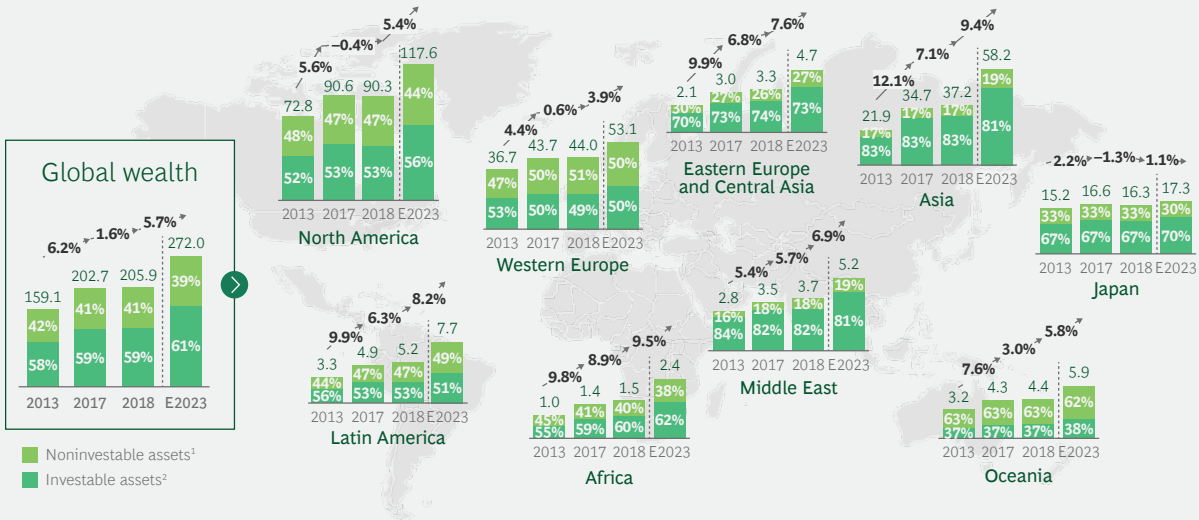
GLOBAL WEALTH 2019

GROWTH RETREATS

With major market indexes plummeting by as much as 20%, 2018 was the worst year for stocks in a decade. The steep decline in equity market performance, most notably in the fourth quarter, had a significant impact on wealth and a corresponding impact on wealth managers' profitability. In 2018, global personal financial wealth grew by just 1.6% to $205.9 trillion in US dollar terms, sharply lower than the 7.5% (to $202.7 trillion) recorded the year before, and well below the compound annual growth rate (CAGR) of 6.2% generated from 2013 to 2017.[1] (See Exhibit 1.)

Declines in equities and investment funds had a ripple effect on wealth across segments and regions, most notably among HNW individuals in North America and Western Europe, due to a high concentration of equity-

EXHIBIT 1 | Global Wealth Grew by 1.6% in 2018 and Should Grow by 5.7% from 2018 to 2023



Source: Global Wealth Report 2019—BCG Global Wealth Market Sizing Database.
Note: Financial assets are per the SNA 2008 reporting standard, in $trillions. Growth percentages for 2013–2018 and 2018–2023 represent the relevant compound annual growth rates over each period. Amounts for all years were converted to US dollars at end-of-year 2018 exchange rates in order to exclude the effect of currency fluctuations.
[1]Life insurance and pensions, unlisted equity, and other equity.
[2]Equity, bonds, investment funds, currency and deposits, and other smaller asset classes.

rich portfolios. Currency effects also played a role, as a rebounding US dollar trimmed year-on-year asset value growth to –1.6%.

Despite recent challenges, the past five years have seen a substantial increase in global wealth overall. From 2013 to 2018, investable assets—consisting mainly of equities, investment funds, currencies and deposits, and bonds—grew by a CAGR of 5.5% and now account for 59% ($122 trillion) of all personal financial assets. Direct equity investments and mutual funds constituted the largest asset class by value in 2018, reaching $45 trillion in 2018 and generating 37.2% of total investable wealth. Listed shares made up 50.1% of that value and investment funds the remainder. Debt securities and bonds accounted for just $7.2 trillion (5.9%). Noninvestable financial assets such as life insurance, pension funds, and equity in unlisted companies accounted for 41% ($84 trillion) of total personal financial assets, growing by a CAGR of 4.9% over the past five years. Life insurance and pension entitlements stood at $61 trillion (72.5% of non-investable wealth), and unlisted shares and other equity stood at $23 trillion (27.5%).

Regions with Significant Equity Exposure Were Hardest Hit

The 2018 market-sizing review revealed a sharp pullback in wealth growth across most mature markets. In North America, the stock market correction undercut personal wealth, resulting in a 0.4% decline for the year. Japan also recorded negative year-on-year growth of –1.3%, despite a high concentration of deposit-heavy portfolios. Western Europe saw wealth expand marginally, by 0.6%, buoyed by stronger growth rates in places like Germany, France, and the Nordics, which helped to offset declining growth in Italy, Spain, and Portugal.

Rapidly developing markets also saw mixed results. Excluding Japan, Asia saw asset growth plunge from a record high of 11.5% in 2017 to 7.1% in 2018. Much of that drop is attributable to setbacks in China, whose wealth now accounts for 57% of all assets in the region. With investor appetite for equities growing in the country, the slump in stock market performance had a compounding effect on results overall.

In Eastern Europe, personal financial wealth grew by 6.8% in 2018, although stock market exposure took a toll on wealth accumulation in Poland, Romania, and the Czech Republic. Russia, by contrast, managed to offset equity underperformance with strong inflows into other asset classes, especially deposits.

Bucking the trend elsewhere, stock markets across the Arabian Peninsula had a good year. Positive returns, combined with solid deposit expansion in Turkey, drove up overall wealth growth in the Middle East by 5.7%.

Our review revealed a sharp pullback in wealth growth across most mature markets.

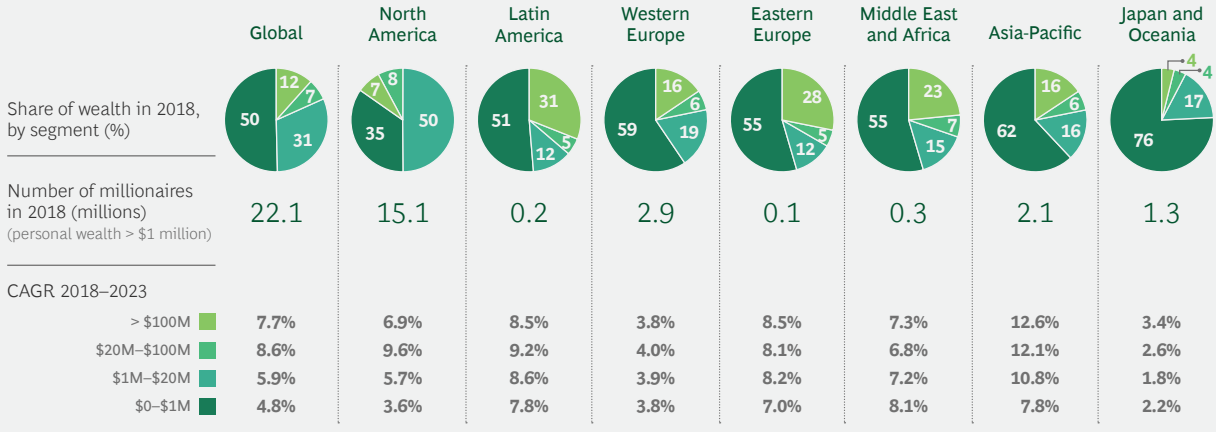
Wealth development in Africa is closely tied to activity in South Africa. There, continued strong inflows into life insurance and pension fund assets helped lift the continent's total year-on-year growth to 8.9%.

It was a similar story in Latin America, where Mexico and Brazil play an outsize role in wealth development and where life insurance and pension fund assets make up a significant share of regional wealth. Although investment in equities accounts for a smaller percentage of total wealth in the region, equity performance was solid, with regional stock indexes more shielded from the fourth quarter declines that affected other economies. Together, these factors led to a 6.3% jump in wealth growth in the region.

Millionaires Hold Nearly Half of All Global Wealth

The number of millionaires (in US dollar terms) grew by 2.1% year on year to 22.1 million in 2018. (See Exhibit 2.) These individuals now hold a combined 50% of personal financial assets globally. The greatest concentration of millionaires is in North America, continuing a long-standing pattern. From

EXHIBIT 2 | The Share of Wealth Held by Millionaires Will Continue to Increase



Source: Global Wealth Report 2019—BCG Global Wealth Market Sizing Database.
Note: Private financial wealth, including life insurance and pensions, is measured across the resident adult population. Millionaires are those with financial wealth of at least $1 million. All growth rates are nominal. Amounts for all years were converted to US dollars at end-of-year 2018 exchange rates in order to exclude the effect of currency fluctuations. Percentage changes and global totals are based on complete (not rounded) numbers. Because of rounding, not all percentages add up to 100. Calculations for all years reflect updates to our methodology. CAGR = compound annual growth rate.

2018 to 2023, however, the region likely to experience the fastest millionaire population growth is Asia (excluding Japan) at 10.1%, followed by Africa at 9.8% and Latin America at 9.1%. The number of millionaires worldwide is expected to reach 27.6 million by 2023.

Increased prosperity has elevated individuals into higher wealth bands. The affluent segment, with assets between $250,000 and $1 million, grew by 3.8% CAGR during the years from 2013 to 2018 and now comprises 16.2% of global wealth. Lower HNW individuals, with assets between $1 million and $20 million, held 31% of total wealth; upper HNW individuals, with assets between $20 million and $100 million, accounted for 7%; and ultra HNW individuals, with assets of more than $100 million, represented 12% of total wealth. Of these, the upper HNW tier is likely to see the greatest increase from 2018 to 2023, with an expected CAGR of 8.6%.

Base Case Modeling Suggests Continued Growth Through 2023

The stock market selloff in the fourth quarter of 2018 heightened investor uncertainty about the state of the global economy, prompting some observers to wonder whether the event might signal a weakening investment climate. To address that question—and to assess the outlook for wealth generation over the next five years—we ran detailed projections using a variety of macroeconomic and market indicators.[2]

Although we ran different scenarios to examine bull and bear market conditions, our modeling suggests that wealth growth globally will find a middle ground. Under our base case scenario, we predict that wealth will increase worldwide by a CAGR of 5.7% from 2018 to 2023. North America should continue to be a nexus for wealth creation, given the high concentration of equities in the region's wealth pool and the likelihood that capital markets in Canada and the US will continue to see positive—even if slower—growth. We project that wealth in North America will grow by 5.4%, reaching $118 trillion by 2023. Gains in Western Europe will hover at the 3.9% mark, with wealth in the region likely to reach $53.1 trillion by 2023; and Japan should grow by 1.1% to $17.3 trillion.

The big growth story will be Asia. Our base case scenario predicts that wealth across Asia will rise by a CAGR of 9.4% to reach $58.2 trillion over the next five years, the highest rate of regional growth during that period. Other regions will see sizable growth, too, though from a much lower baseline. Wealth in Latin America is projected to jump by 8.2%

with assets totaling $7.7 trillion by 2023, followed by Africa and the Middle East, whose combined growth is likely to soar by 7.7% (to $7.6 trillion). Over the same period, Eastern Europe and Central Asia will see collective growth of 7.6% (to $4.7 trillion), and Oceania will see growth of 5.8% (to $5.9 trillion).

Wealth Managers Must Sharpen Their Focus to Sustain Growth

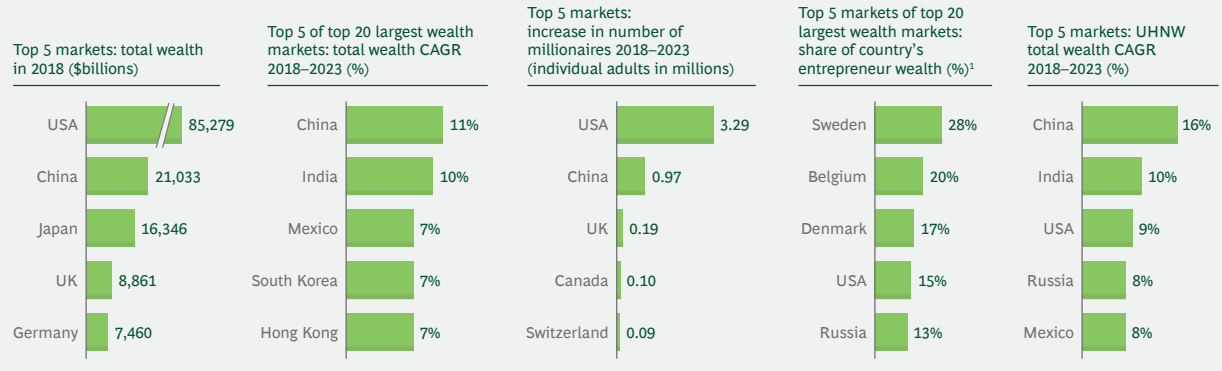
This year's analyses suggest that wealth managers will have significant opportunities for revenue growth over the next five years. But taking advantage of promising possibilities will require more focus than in the past, given the need to develop dedicated coverage models, the cost to serve, and the varied investment needs of different wealth management clients. Relying on basic brokerage offerings and putting product sales ahead of client-centric service will lead to stagnation and decline. The smart way for wealth managers to capture growth in assets under management (AuM) and revenue is to create specific strategies tailored to key segments and markets. (See Exhibit 3.)

Although North America and Western Europe are experiencing slower growth rates and declining wealth management margins, the sheer size of their base—North America represents 61% and Western Europe 19% of the global revenue pool for the private banking channel in 2018—makes a mature-market play well worth considering. By zeroing in on select high-growth segments—measured by wallet size or by behavioral attributes—wealth managers can increase their revenues appreciably. However, a firm's ability to attract and retain this subsegment depends on its skill at creating suitably tailored products, service, and coverage. To adequately address those demands, wealth managers should avoid trying to specialize in multiple areas and should instead concentrate their effort and investment on opportunities where they can build a competitive edge.

Developing regions present attractive opportunities as well. Asia's size and rapid growth make it a strategic market for wealth managers. If wealth continues to grow at the rate expected, Asian revenue pools for the private banking channel could reach the size of Western Europe's by 2023. (See Exhibit 4.) With competition intensifying, however, firms will have to revamp their go-to-market approaches to differentiate their service and win clients.

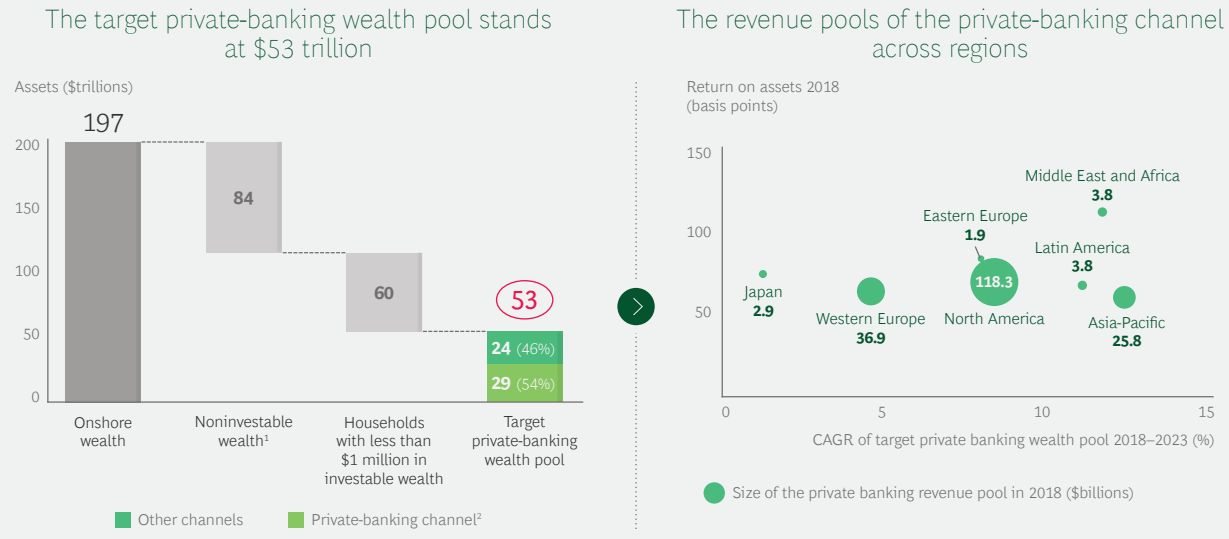
Similarly, the regions of Latin America, Eastern Europe and Central Asia, and the Middle East and Africa will enjoy strong growth over the next five years, albeit on a much smaller base. Revenue pools for the private banking channel across these regions amounted to 11% in 2018. Rapid economic development in these regions will especially benefit the HNW

EXHIBIT 3 | Focus Is Key for Wealth Managers to Capture Available Opportunities



Source: Global Wealth Report 2019—BCG Global Wealth Market Sizing Database.
Note: Private financial wealth, including life insurance and pensions, is measured across the resident adult population. Millionaires are those with financial wealth of at least $1 million. All growth rates are nominal. Amounts for all years were converted to US dollars at end-of-year 2018 exchange rates in order to exclude the effect of currency fluctuations. Percentage changes and global totals are based on complete (not rounded) numbers. Because of rounding, not all percentages add up to 100. Calculations for all years reflect updates to our methodology. CAGR = compound annual growth rate; UHNW = ultra high net worth.
[1]Equity outside listed companies.

EXHIBIT 4 | Asia's Revenue Pool Could Reach the Level of Western Europe's by 2023



Source: Global Wealth Report 2019—BCG Global Wealth Market Sizing Database and BCG Global Wealth Manager Performance Benchmarking Database.
Note: Private financial wealth is measured across all households. Because of rounding, not all percentages add up to 100. Revenue pool = the amount of assets that institutions can capture with their services (penetration) × the revenue margin (price realization) that they can achieve on these assets. Amounts for all years were converted to US dollars at end-of-year 2018 exchange rates in order to exclude the effect of currency fluctuations. CAGR = compound annual growth rate.
[1]Noninvestable wealth includes life insurance/pensions and cash. For the US, Australia, and Brazil, investable pensions are included.
[2]The private-banking channel comprises players that provide private banking and wealth management services to high-net-worth customers (with wealth of more than $1 million), either via pure private banks or as standalone dedicated units of universal banks. Figures for the US include wirehouses, bank trusts, and IFAs, but exclude brokers.

segment. While competition for wallet share is not likely to be as fierce as in Asia, ongoing political and regulatory uncertainties could create volatility. Consequently, we recommend that wealth managers invest in a limited number of growth market plays, taking care not to overreach, in light of limited resources and the need to develop dedicated coverage models and offerings.

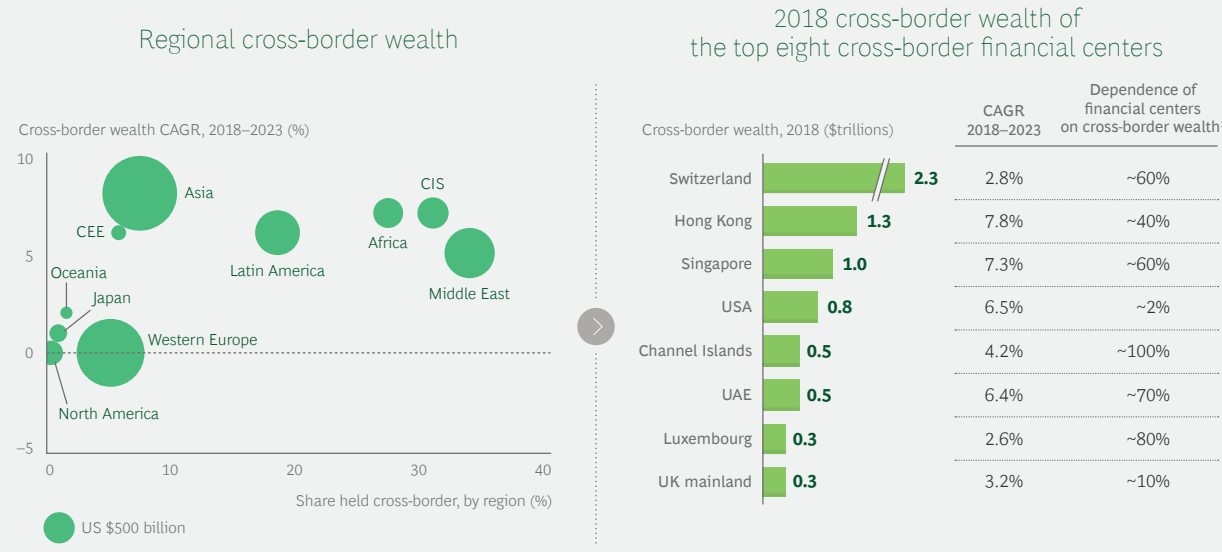
Cross-Border Wealth Patterns Are Shifting

In 2018, about $8.7 trillion (4.2% of total personal financial wealth globally) was held cross-border.[3] That share is likely to remain fairly stable over the next five years. Nevertheless, a major shift in the sources and destinations of cross-border wealth is underway.

By 2023, Asian cross-border AuM will experience a growth factor of 1.5 and will represent 37% of total cross-border assets, up from 31% in 2018. Over the same five-year period, the share of Western European cross-border AuM will fall from 26% to 20%. The shift in cross-border clientele will significantly affect the disposition of assets globally. Over the next five years, cross-border hubs in or near high-growth regions will attract an increasing share of personal financial wealth. The combined cross-border assets booked in Singapore and Hong Kong have already caught up with those held in Switzerland (which is still the largest cross-border center in the world), and by 2023 they are likely to exceed $3.3 trillion. Buoyed by a more favorable regulatory environment than exists in other cross-border hubs, the US is likely to see strong growth, too, especially from Latin American and Asian investors. Our data suggests that US booking centers are on track to grow cross-border wealth to about $1 trillion by 2023. (See Exhibit 5.)

Traditional reasons for continued growth in cross-border investing remain as valid as ever, particularly in emerging economies. These include asset safety and privacy, avoidance of currency depreciation, and the opportunity to gain more stable returns through international diversification. As a case in point, recent tax amnesties, such as those in Indonesia and Argentina, have spurred an increase in decla-

EXHIBIT 5 | Shifting Wealth Patterns Affect Cross-Border Financial Centers



Source: Global Wealth Report 2019—BCG Global Wealth Market Sizing Database.
Note: CAGR = compound annual growth rate.
[1]Dependence on cross-border wealth is calculated as the ratio of cross-border wealth to total investable wealth (consisting of both cross-border wealth and onshore private wealth) in the financial center.

rations of cross-border assets, but not in repatriation of those assets. The increased mobility of wealthy individuals in developing markets gives a further boost to the shift in cross-border wealth. As these "global citizens" move around Asia, the US, and elsewhere in pursuit of business and career opportunities, a portion of their assets moves along with them—often in the form of real estate purchases and financial investments—leading to heightened demand for wealth management services.

The shift in wealth from West to East means that many cross-border-focused centers should rethink their growth strategies and value propositions. Wealthy individuals traditionally tend to seek cross-border services from locations that are reasonably close to their home countries, that share a common culture and language, or that have large immigrant communities. Because many established cross-border hubs lack proximity to high-growth regions, those centers will need to position themselves as attractive travel destinations for business and pleasure and will need to use digital technologies to keep clients within close virtual reach.

Cross-border and domestic banks should collaborate to augment their private banking services and meet rising demand for advice on cross-border asset allocation. Domestic banks in Southeast Asia, China, and other rapidly growing economies must integrate their cross-border offerings and secure appropriate partners in targeted cross-border hubs. Such partnerships can give domestic banks needed international expertise and can offer local market knowledge to cross-border-focused banks, raising the overall caliber of client service that both partners offer.

NOTES

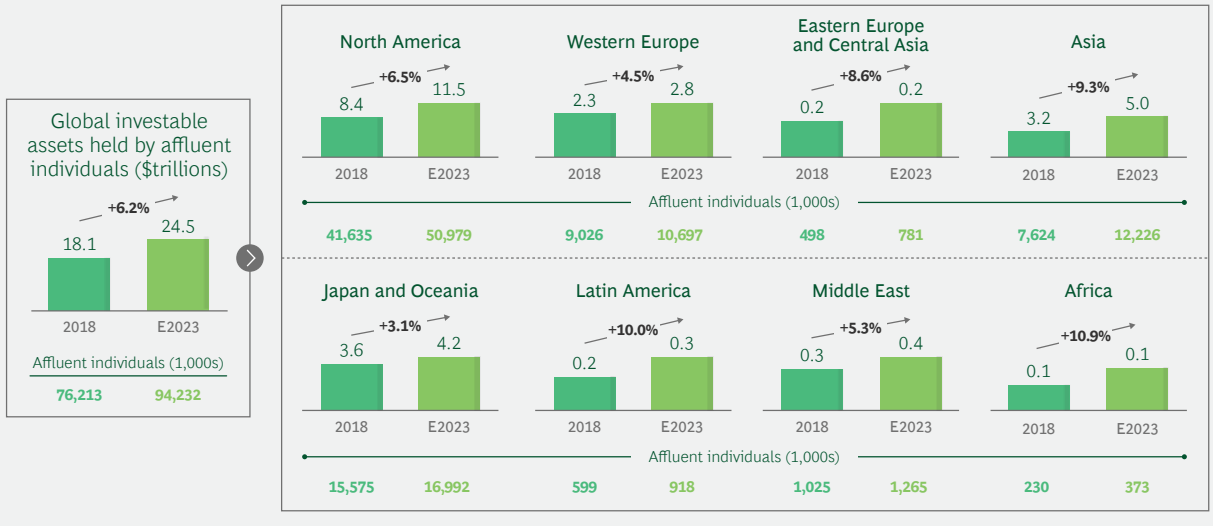
1. The definition of *personal financial wealth* is based on the System of National Accounts' asset categorization and includes wealth held by the total population in cash and deposits, mutual funds, listed and unlisted equities, debt securities, life insurance, and pension entitlements, whether within the home country's borders or cross-border and whether held directly or indirectly through managed investments. It excludes individuals' residences and luxury goods. Wealth figures and percentage changes are based on local totals that were converted to US dollars, using the 2018 year-end exchange rate.
2. To minimize currency effects, projections were calculated using fixed US dollar terms.
3. *Cross-border wealth* is defined as assets that are booked outside an individual's country of residence.

PROPELLING GROWTH BY WINNING THE AFFLUENT OPPORTUNITY

TODAY'S CHALLENGING AND COMPETITIVE market conditions put pressure on wealth managers to find new sources of growth. One of the largest areas for potential expansion is also one of the most overlooked: the affluent segment. This tier, with wealth of between $250,000 and $1 million, is substantial, consisting of 76 million individuals globally, and its investable assets are projected to grow at an above-average CAGR of 6.2% over the next five years. (See Exhibit 6.)

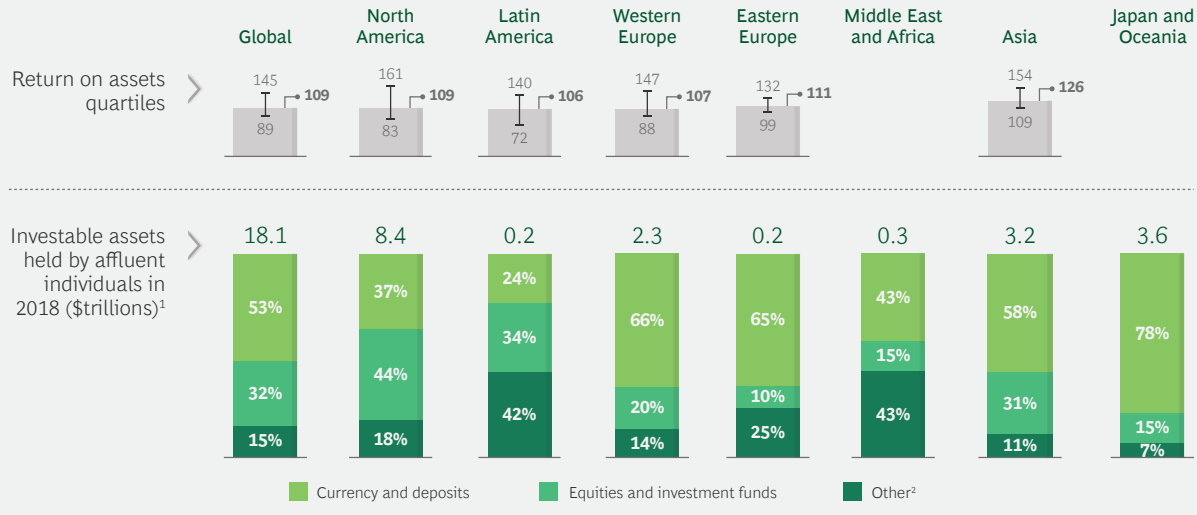
This base of potential clients for wealth management services shows extraordinary promise. (See Exhibit 7.) Although retail banks, private banks, discount brokers, insurance companies, and fintechs have developed a wide range of offerings, the affluent segment remains poorly served. Shortcomings include cookie-cutter and overly simplistic offers from retail banks, overpriced services from brand-name firms, and ill-fitting product recommendations from various wealth manage-

EXHIBIT 6 | The Affluent Segment Should Grow Significantly Over the Next Five Years



Source: Global Wealth Report 2019—BCG Global Wealth Market Sizing Database.
Note: Financial assets are per the SNA 2008 reporting standard, in $trillions. "Affluent individuals" are defined as those with assets of $250,000 to $1 million, converted from local currency into US dollars using the 2018 year-end exchange rate.

EXHIBIT 7 | Strong Metrics Underpin the Affluent Opportunity



Sources: Global Wealth Report 2019—BCG Global Wealth Market Sizing Database; BCG project experience.
Note: Financial assets are per the SNA 2008 reporting standard, in $trillions. "Affluent individuals" are defined as those with assets of $250,000 to $1 million, converted from local currency into US dollars using end-of-year exchange rates; figures are in thousands. Because of rounding, not all percentages add up to 100.
[1]Investable assets include all onshore and offshore financial wealth, excluding life insurance and pension and unlisted and other equity.
[2]Other financial wealth is defined as cross-border wealth, financial derivatives, bonds, and other accounts receivable.

ment providers. Limited value propositions and a weak track record of product innovation have affected millions of affluent individuals worldwide and resulted in millions of dollars in missed opportunities for the wealth management sector as a whole.

Trust is another issue. To safeguard investors, regulators around the globe have instituted numerous consumer protection measures in recent years. But wealth managers' institutional response to these efforts has often been counterproductive. Rather than aligning their business models with the needs of customers and digitizing processes to embed new protections, many firms take a tick-the-box approach to compliance and rely on manual input and paperwork-heavy steps that add time, cost, and error to their processes without meaningfully improving their handling of the underlying governance issues.

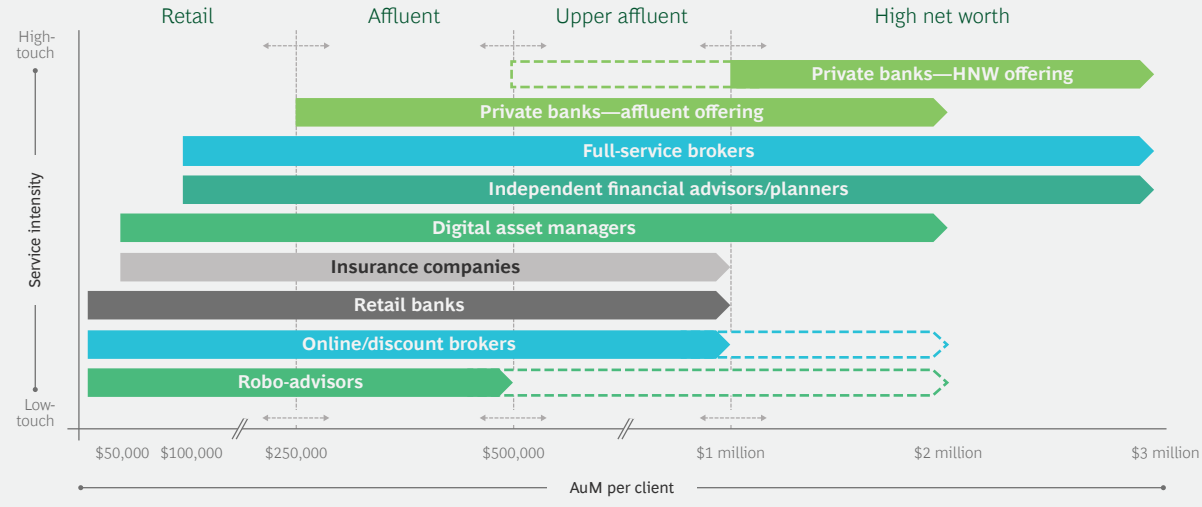
To address these pain points—and to access the significant revenue flows that come with doing so—wealth managers must significantly change their approach toward the affluent market. Winners will accelerate product innovation and develop offerings that address the specific needs and preferences of affluent subsegments. They will employ hybrid business models that combine digital and human engagement to personalize and deliver a more convenient and navigable one-stop-shopping experience, while improving their advisor efficiency and cost to serve. Wealth management firms that are willing to make these changes will transform the affluent segment into a golden opportunity.

Rich, but Poorly Served

Competition for affluent share of wallet is growing. (See Exhibit 8.) Yet despite myriad offerings from wealth managers, most firms have not yet found the sweet spot for serving affluent individuals in an effective, economically viable way. To add value, they need to deliver real performance to clients and help them meet their investment goals, instead of just selling products.

Traditional private banks often overserve their affluent customers at the beginning of the relationship, assigning them a private banking relationship manager on the assumption that these individuals will be an attractive source of long-term value to help the bank meet its net new money (NNM) targets. But when client activity fails to live up to its perceived potential, banks may be tempted to

EXHIBIT 8 | Numerous Players Are Competing for Affluent Segment Assets



Source: BCG project experience.

pull back on the service they offer—by reducing the frequency of engagement, for example, or by reassigning the affluent individual to a less experienced advisor—in order to shave their costs. Such reductions in service can leave clients feeling orphaned.

Retail banks generally underserve the affluent market. In many cases, their value propositions are very basic and align poorly with customer needs, and their coverage models tend to be too thinly resourced to deliver sophisticated financial advice at scale. In addition, many retail banks still fall back on a product-first sales approach, rather than letting the specific needs of affluent individuals dictate their commercial offerings and outreach.

Fintechs usually have an advantage over their rivals in innovation, with plenty of investment, budgeting, depositing, and retirement apps on offer. But despite excelling at digital experience and service, most are niche players that command low wallet share because they lack the client access or trusted advisor status that banks enjoy.

Insurance companies, especially life insurers, try to fill the gap between retirement planning and protecting existing wealth. However, most have not developed the resources or expertise to pursue wealth planning as a commercial opportunity. Many continue to use this service as a vehicle to uplift their asset allocation and investment capabilities. As a result, few insurers have the personal financial advisory offerings needed to win over a sizable base of affluents.

Asset managers have had mixed results with the affluent segment. Some have sought to serve this market by buying and deploying robo-advisors, but this tactic has not as yet been entirely successful. That said, some large players have regrouped after their first efforts went to market and have begun to invest in new types of direct models and in digital enablers that allow advisors to serve this segment better and more cost effectively.

Brokerage firms have largely underserved the affluent segment, with models and offerings that focus too much on short-term trading and too little on long-term wealth creation. A few leaders have recently started to buck this trend, however, developing more-sophisticated digital advisory offerings that offer affluents richer features and tailored insights.

Mind the Gaps

Poorly differentiated value propositions and plain-vanilla products contribute to the challenges some wealth managers face in trying to attract and retain affluent clients. Although retirees, new high earners, real estate owners, and rural and urban dwellers have very different wealth management needs,

many firms tend to crowd these subsegments under a single umbrella and offer them the same generic "long-term globally diversified portfolio varied by risk score" proposition.

Current incentive structures are another challenge. For instance, the central question that affluent retirees want answered is, "Will I have enough money to live on as I grow old?" But most wealth management models are not designed to address that question. Compensation structures typically reward AuM growth, whereas retirees need more conservative resource planning. Likewise, new high earners may be open to taking on more risk, even if doing so results in greater near-term volatility.

Most affluents expect digital interactions to be part of their wealth management service.

It's not unusual for affluent individuals to receive recommendations for products that end up being a poor fit for their financial and investment needs, leading some to wonder why they are paying hefty advisory fees when a simple set of index funds might achieve the same or better returns. Fee structures that prioritize sales over positive client outcomes contribute to this flawed situation. So do mass-market coverage models that rely on less-experienced advisors, but fail to backstop them with the training, governance, and oversight they need to ensure that they present a sensible "house view" to clients.

Many wealth management firms also suffer from the misperception that affluent customers are not interested in digital channels and prefer to engage primarily with human advisors. The reality is that most affluents expect digital interactions to be part of their wealth management service and are looking for a hybrid experience, with mobile-first interactions for monitoring and assessing portfolios in real time, and one-on-one human engagement for more complex matters.

Winning models are starting to emerge. For example, a traditional German private bank recently built a hybrid wealth management advisory model to serve the affluent market. The model featured a robust digital platform backed by a personal financial advisor. Analytics embedded in the platform tailored offerings to a client's specific risk profile and investment goals. Clients who had questions or needed more information could access a personal wealth advisor to browse the platform with them and fine-tune their investment portfolio.

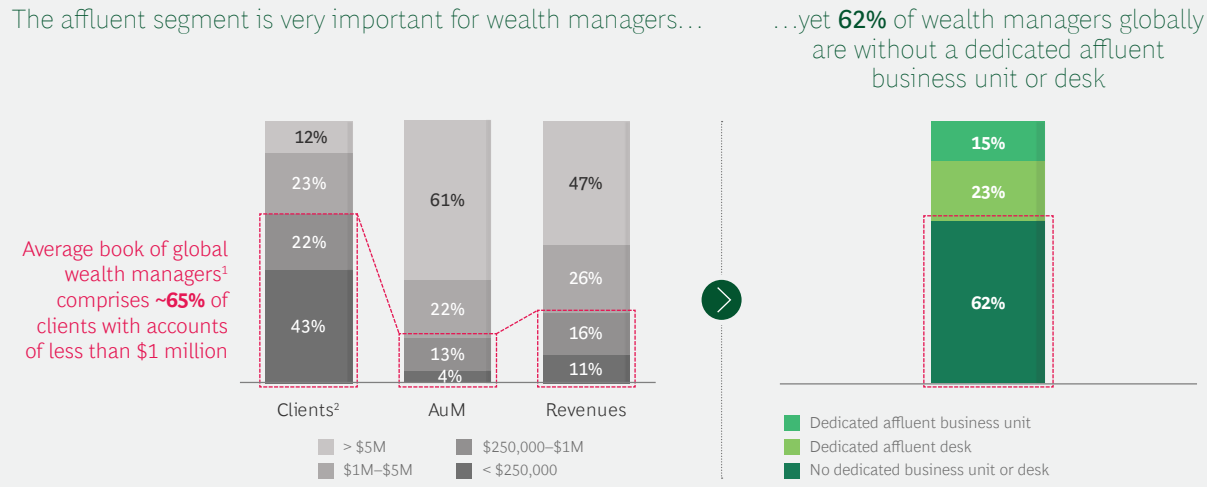
Finally, many wealth managers think that affluent individuals are more price sensitive than they actually are. As a result, managers often stick to low-cost models out of fear that more expensive ones will drive clients away. In reality, we found that affluent clients are not opposed to paying slightly higher fees as long as they believe their advisor is acting in their best interests and offering sound advice. Leading wealth managers are already experimenting with innovative pricing models. For example, a traditional US brokerage firm found success with retail (mass affluent) clients by creating a subscription-based advice model that gave clients unlimited access to a certified financial planner for a flat fee of $30 per month (instead of assessing fees as a percentage of AuM, as the industry had traditionally done), an approach similar to the pricing models that consumer companies such as Netflix and Spotify employ.

Three Ways to Win the Affluent Market

Private banks already manage a large number of affluent clients. In fact, they probably manage more such clients than their systems officially track. Although the baseline wealth of private banking clients is generally assumed to be $1 million, up to 70% of actual clients fall below this threshold, putting them in the affluent band.

Given the size of the existing base, the growth projected for the next few years, and the billions of dollars in total AuM that affluent investors command, the affluent market represents a significant source of long-term value for wealth managers. (See Exhibit 9.) To capitalize on this potential, firms must change their operating model in three ways.

EXHIBIT 9 | If Wealth Managers Don't Get the Affluent Segment Right, They Risk Losing a Majority of Their Clients



Source: Global Wealth Report 2019—BCG Global Wealth Manager Performance Benchmarking Database.
[1]Based on a sample size of 150+ wealth managers.
[2]Individual clients.

Build a deeper understanding of key affluent subsegments and their needs. Wealth managers that tailor value propositions to individual affluent bands, innovate new offerings, align them to key stages in the individual's investment life cycle, and accelerate development and launch times can seize an important white-space opportunity. For example, emerging affluent customers might be interested in products aimed at forming investment habits, followed by financial planning advice for milestone events such as a home purchase or a child's future educational needs. Affluents who are nearing retirement age might want to start with wealth protection offerings and then migrate to insurance, liquidity, and reverse mortgage options as they advance through the middle and later stages of their retirement. Another way to segment affluents is by financial complexity—for example, financial ties across an extended family—as well as by spending and saving habits and associated long- and short-term financial objectives. Deriving those insights is not a casual exercise. Wealth managers must pull data from multiple sources and develop analytical algorithms that can discern client investment and lifestyle habits and resulting wealth management needs. They can then use those insights to map the typical investment journey for different subsegments, end to end.

Use technology to personalize at scale. To extend the reach and quality of service, wealth managers must adopt digitally augmented coverage models. Digital self-service capabilities can enable affluents to manage routine matters quickly and experiment with different portfolio options, rather than having to wait for an advisor's return call. From the perspective of business optimization, allowing digital tools and interfaces to do the heavy lifting on basic tasks lets advisors serve more clients—and serve them better. AI platforms designed for tablets and similar devices, machine-learning-enabled next-best actions, portfolio modeling, and other digital enablers can put analytics and customer insights within easy grasp, helping advisors tailor recommendations and provide clients with evidence-backed advice on asset allocation choices. For example, a traditional investment bank introduced a pure-play digital offering focused on the affluent market. The bank launched the digital service under a new brand, with products (including loans, high-yield deposits, savings accounts, and credit cards) designed specifically to meet the needs and preferences of affluent individuals. Another example involves one of the largest banking players in the US, which created a dedicated division that invited affluent clients and small-business owners to choose from among different packages, each with a mix of

banking and investment advisory components. Investment advice is available through a dedicated online portal, over the telephone, or in certain upscale branches of the retail bank. Developing capabilities and platforms like these requires significant investments in data architecture, software, and analytical engines. Operating models must also evolve. Instead of adhering to the arms-length relationship between advisors and the product and marketing organization that is common now, wealth managers must integrate the functions more closely so that front-line personnel (many of whom are overstretched from serving hundreds of individual clients) can work more effectively and can funnel important insights back through the organization to spur continuous product innovation.

Create incentive structures that promote the right behaviors. Misaligned incentive arrangements, such as product sales targets, put institutions at risk. To protect client interests and safeguard their own, wealth managers should revisit their performance management practices to ensure that the right governance, protocols, and metrics are in place. Establishing a client-first mindset entails designing compensation structures that reward client centricity and positive client feedback. Equipping advisors with appropriate tools and training is also crucial. For instance, product selection dashboards can provide sales teams with vetted offerings that take a client's risk tolerances and investment goals into account, yielding better outcomes all around.

Getting Started

The affluent market represents a major revenue opportunity for wealth managers. Winners will expand their customer base significantly by adding new clients and retaining a larger share of existing ones. By taking advantage of digitally enabled tools, platforms, and practices, wealth managers who adopt the practices recommended in this chapter will also be able to substantially lower their cost to serve. As competition for affluents heats up, superior cost performance will permit leading wealth managers to compete far more aggressively on price. Stronger margins, superior product innovation, and personalized service will help the best managers achieve AuM growth of 10% to 20%.

Such positive results require significant leadership commitment. Half measures will not work. For those eager to make the changes needed, here is how to get started:

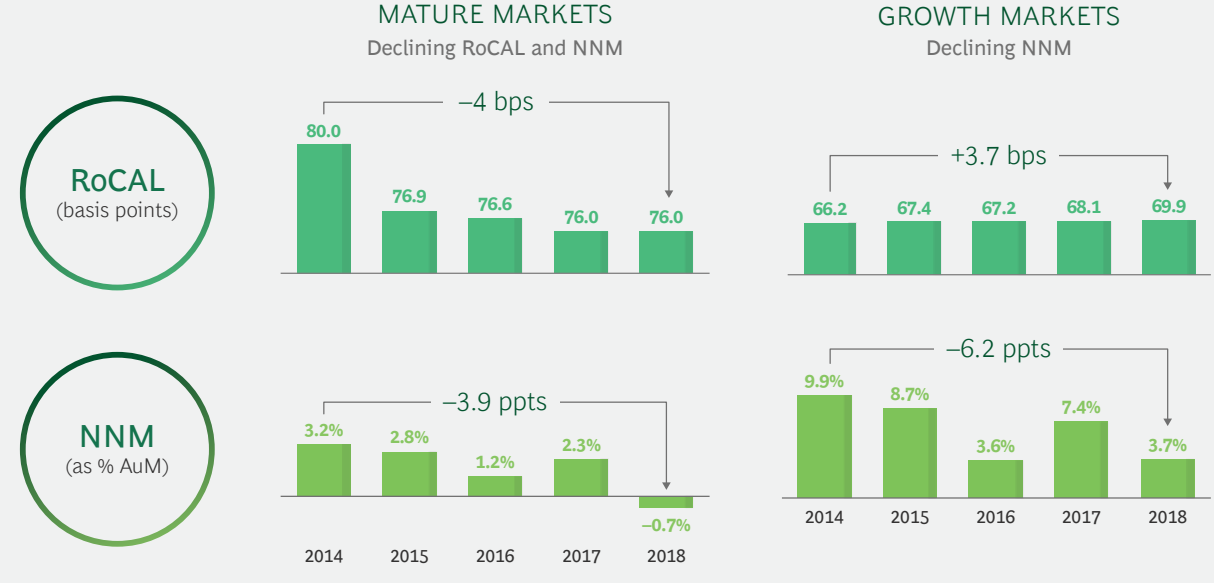
- Analyze the firm's existing affluent base and offering, and reflect on whether the value proposition and pricing model are sufficiently compelling and differentiated. Ensure that the business—from the leadership level on down—properly understands the opportunity.
- Assess whether sales incentives prioritize client needs and outcomes and whether sales structures optimize resources and service both online and offline. Identify process pain points and opportunities to use analytics and digital capabilities to serve affluent clients more efficiently and cost effectively.
- Prioritize investments in analytics, personalization, and related technologies, as well as in data harmonization, management, and storage, to give advisors the tools they need to deliver suitably tailored service.
- Identify short-term wins that can help fund the longer journey, ideally with the wins tailored to larger customer segments.

ACHIEVING VALUE AT SCALE BY OVERHAULING CLIENT ENGAGEMENT

Although wealth managers have benefited from a strong global economy and significant asset appreciation during the past decade, headwinds are gathering. Today, revenue gains are under threat, especially in mature markets, where NNM growth has decelerated considerably. Slowing inflows and high gross outflows have lowered NNM to near zero in mature markets and to low single digits in growth markets. Changing customer expectations and increased competition have put pressure on fees and margins, too, resulting in shrinking returns on client assets and liabilities. (See Exhibit 10.)

Although growth prospects are more promising in emerging markets, wealth managers from outside those areas face a high bar with

EXHIBIT 10 | Wealth Managers Face Challenges on All Dimensions of Growth



Source: Global Wealth Report 2019—BCG Global Wealth Manager Performance Benchmarking Database.
Note: Mature markets: Weighted average for North America and Western Europe wealth managers. Growth markets: Weighted average for Asia, Eastern Europe, and Latin America. AuM = assets under management; NNM = net new money; RoCAL = returns on client assets and liabilities; bps = basis points; ppts = percentage points.

regard to market access, as well as increased competition from local banks and firms that have professionalized their offerings.

Going forward, wealth managers can no longer rely on asset appreciation or geographic expansion to drive revenue growth. Instead, they must focus on earning new money in their core markets, reducing outflows, and delivering stronger returns on the assets they manage.

Despite the array of challenges they face, however, few wealth managers are moving far enough or fast enough in addressing them. Most advisors continue to fall back on conventional practices, relying on personal experience and intuition to guide their client engagement rather than employing data-driven insights. This analog approach to sales and advice won't work in the changing wealth management environment. Client expectations are rising. Individuals across all HNW subsegments are looking for deeper insights, more responsive service, and anytime-anywhere access across a range of channels. Meeting those needs requires strong organizational alignment. Right now, unfortunately, many advisors must formulate client servicing strategies on their own, without the institutional supports and digital enablers that are necessary to meet rising client expectations and to personalize service at scale. That situation must change.

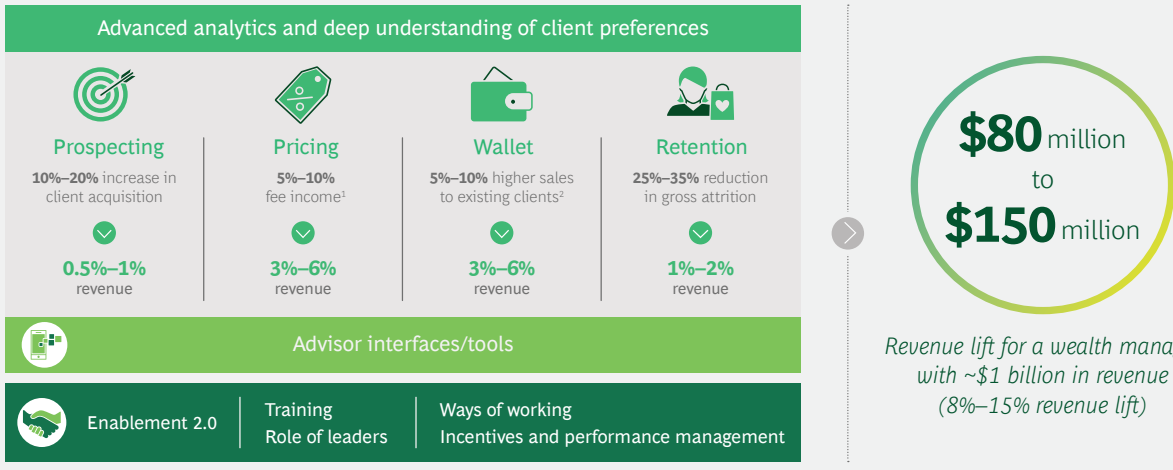
What worked for wealth managers in the past will not work for them in the future. Incumbents that continue to practice business as usual will find themselves critically weakened. Over the next several years, the most successful firms will be those that overhaul their client engagement models and commit to embedding data, analytics, and new ways of working end to end.

Reimagining Front-Office Excellence

By refocusing on the fundamentals and incorporating smarter digital strategies, firms can amplify the reach and impact of their advisors, improve client engagement and service quality, and reduce attrition. In conjunction with smarter pricing strategies, our data finds that an analytics-led revenue transformation can help wealth managers lift top-line performance by 8% to 15%. (See Exhibit 11.)

Achieving these gains requires wealth managers to employ data and advanced analytics across the relationship life cycle in several ways related to prospecting, cross-selling, and retention.

EXHIBIT 11 | Front-Office Transformation Could Generate a Revenue Lift of 8% to 15%



Source: Global Wealth Report 2019—BCG Global Wealth Manager Performance Benchmarking Database.
Note: Figures are for a $135 billion AuM wealth management firm that generates ~$1 billion in revenue (0.75% revenue on assets), 60% revenue from fee income, NNM 2% of AuM, and gross outflows of 5% of invested assets.
[1]Approximately 60% of revenues are fee-based.
[2]Limited to recurring fee income.

Prospecting. Client acquisition needs to become much more personalized and precise. Data and analytics are critical enablers. Customer and third-party data can provide advisors with a 360-degree view of current and potential clients. Wealth managers can use insights from social media, consumer credit and transaction data sets, property tax records, and land registries to prioritize leads and make specific outreach recommendations. For example, an analytics engine capable of ingesting data from social media and other sources could flag a prospect's recent promotion and move that prospect to the top of the target list. Combining that information with internal data, the engine could then provide the advisor with guidance on the best actions to take (including the best channel, message, and offer) to prompt a sales conversion. Similarly, a robust data layer that aggregates client and account information from across the bank could help advisors home in on high-value prospects in other parts of the bank—for example, C-level corporate-banking clients who might need personal wealth management services, or a retail client who is aging up to a private banking solution. From an inbound acquisition perspective, wealth managers must help advisors generate more bang for their buck on the digital presences that they are building. Instead of leaving advisors to act on their own, as often happens today, wealth managers should provide coordinated guidance along with a library of curated materials to facilitate digital media engagement. They should also use ongoing pilots to test and refine the effectiveness of different options.

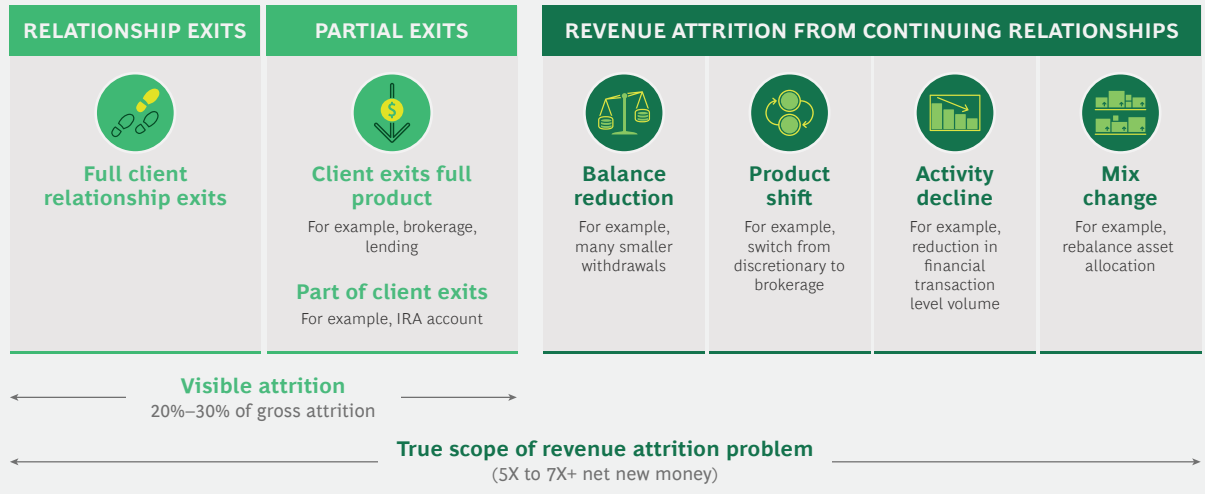
Cross-selling. The industry-wide shift from performance-based management to goals-based financial planning presents an ideal opportunity for wealth managers to refute the longstanding notion that they can win only a fraction of the client wallet. In order to gain share, however, they must resolve two persistent advisor challenges: obtaining an accurate view of the investable assets that currently sit with the bank, and gaining a clearer understanding of the best actions to take to close cross-selling opportunities. The same 360-degree data used for prospecting, coupled with advanced analytics methods, can help wealth managers address both issues, giving advisors insight into current wallet share and direction on specific interventions that closely correlate with success. For instance, comparison data can help advisors identify the unmet needs of clients who have similar profiles, so they can target them more effectively. Likewise, algorithms that scan client data in real time can alert advisors to high-potential sales triggers, such as the birth of a client's grandchild, enabling them to have more pertinent and timely conversations about related wealth management issues.

Data and analytics are critical enablers of personalized and precise client acquisition.

Retention. Perhaps the most underappreciated challenge that wealth management firms can address is asset attrition. Most wealth management firms have an incomplete—and often incorrect—understanding of client outflows. (See Exhibit 12.) Often they think of these as being roughly comparable in size to NNM, but in fact outflows may be five to seven times larger than NNM. Firms commonly assume that outflows are primarily a result of advisor attrition (a fact of business life that is largely unaddressable) or of clients' exiting in full. The evidence does not support this view. Typically, advisor attrition accounts for less than one-third of outflows, and the share of assets that advisors take with them when they leave varies considerably. Moreover, a significant share of outflows comes not from complete exits, but from clients' choosing to transfer a portion of their assets to competitors or liquidating assets for large expenditures. In our experience, on average, 25% to 35% of gross attrition is addressable; but because they rarely track indicators of attrition, advisors and banks often have insufficient notice to intervene effectively.

To improve retention, banks need to identify early warning signs and formulate suitable interventions. Advisors can feed client demographic and transactional data, sentiment analysis, and third-party data into predictive models that flag at-risk clients and point to

EXHIBIT 12 | Attrition Has More Negative Effects Than Most Businesses Realize



Sources: Global Wealth Report 2019—BCG Global Wealth Manager Performance Benchmarking Database; BCG project experience.

likely reasons for dissatisfaction. Related analytics can then inform the best action to take in response to these cues. Establishing a feedback loop from the field back into the analytics model allows advisors to continuously improve their recommendations. Although pricing discounts or monetary incentives are often among the first fixes that wealth managers apply, these measures may not be the most effective ways to increase retention. For instance, scheduling a holistic financial planning meeting with a client who might be considering shifting funds to a competitor could reduce attrition risk—at lower cost.

Embracing Enablement 2.0

Many financial institutions mistakenly assume that establishing an analytics team or buying a solution from a software vendor will be enough to drive desired returns, only to be disappointed when the hoped-for benefits fail to materialize. That is because true front-office enablement—achieved through an approach known as Enablement 2.0—goes far beyond data and analytics. It involves a complete rethinking of how the front office engages with clients and with other employees.

Handled thoughtfully, Enablement 2.0 can markedly increase advisors' impact, creating richer client relationships and stronger returns. Using this approach involves adopting innovative measures in several areas:

- **New Ways of Working.** Advisors need to move away from intuition-directed sales activities and instead embrace data-driven, omnichannel engagement models. In addition, wealth managers should encourage advisors to envision themselves not as lone actors but as leaders of a multidisciplinary expert team, running different investment plays, managing broader product portfolios, and toggling easily between online and offline interactions. Mapping an end-to-end advisor-client servicing journey can help banks understand and shape the role of their advisors in an Enablement 2.0 world. Coverage models will likely need to change as well, to identify segments that are well served by a lower-touch, "digital-heavy, advisor-light" model and, contrastingly, segments that demand a higher-touch advisor experience.

- **Training and Coaching.** Given the scale of change involved, training and coaching are crucial to successful adoption. To overcome advisor resistance and skepticism, training curricula should include success stories and proof points that show the benefits of learning and applying new tools and methods. Peer-to-peer networks offer another way to promote adoption. These informal networks enable advisors to compare notes, learn from each other, and foster the right behavioral changes.

- **Role of Leaders.** Team leaders, managing directors, and portfolio managers must be vocal supporters of new ways of working. To underscore their commitment, many must become personally involved in the change effort, investing more of their own time to ensure that the initiative achieves its milestones and that teams work effectively with IT, analytics, and other stakeholders. Without strong advocacy and role modeling, the full commitment of the advisor base is far from guaranteed.

- **Incentives and Performance Management.** True change entails providing people with the right economic incentives to shift how they work. From an incentives perspective, wealth managers should be open to considering new ways to compensate their sales force, building in explicit rewards for driving share-of-wallet growth, reducing attrition, and achieving higher price realization. Some firms—especially those that currently operate in traditional commission-based (or fully variable compensation-based) structures—may feel constrained in using compensation to drive behavioral change. But it is possible for wealth managers to develop creative compensation programs that drive the right behaviors—for example, by paying advisors directly for using new digital tools, in addition to offering incentives that are based on results.

Getting Started

Full-scale change can be an intimidating proposition, but breaking a multiyear transformation into steps can derisk the transition and make it easier to manage. For wealth managers interested in creating a more effective client engagement model, we recommend beginning with this series of actions:

- Identify one or two core client priorities—for example, client retention or share of wallet—to ensure a sharp focus and to reduce management complexity.

- Establish a handful of agile teams that possess the right mix of business, technology, and data science skills to begin implementing the chosen priorities.

- Use existing first-party and third-party data repositories to build a central data layer and develop an initial set of algorithms to support the relevant use cases.

- Run small-scale pilots to measure impact (enrolling the most open-minded and forward-thinking advisors in these early experiments), and apply a test-and-learn approach to refine the full solution.

- Track and report findings, start rolling out training programs, and begin implementing a holistic enablement plan that incorporates incentives and other structural changes to ensure continued adoption.

Wealth managers that take these steps will gain an outsize advantage over slower-moving peers in growing revenues and improving client satisfaction.

ADDRESSING THE GROWING CYBERSECURITY IMPERATIVE

Data is a critical driver of growth, especially as firms seek to expand their foothold in the affluent segment and improve their front-office performance. That asset is under growing threat, however, as financial institutions face a daily barrage of cyberattacks. Insider attacks and fraud by disgruntled employees and bad actors remain major dangers, too. And external attacks are on the rise as criminals try to compromise payment systems, disrupt operations through ransomware, and steal or damage digital assets.

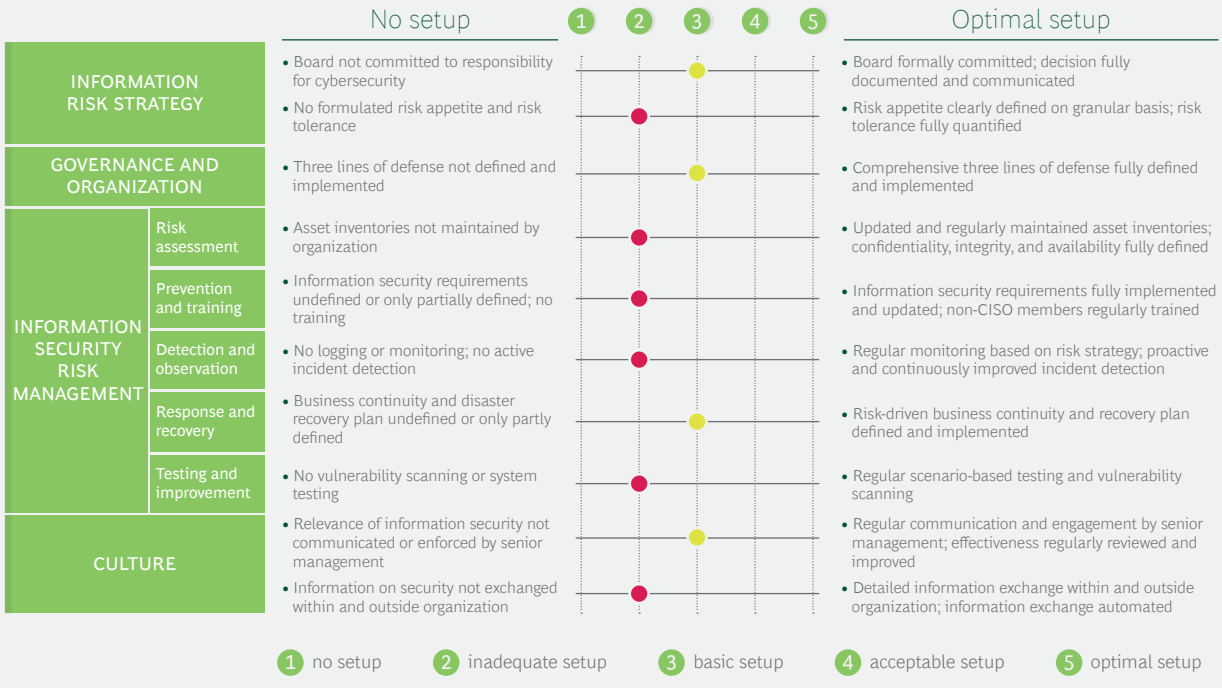
Financial services firms are 300 times as likely as other companies to be targeted by a cyberattack—and dealing with those attacks and their aftermath carries a higher cost for banks and wealth managers than for any other sector. Yet despite the growing need to strengthen information security and cyberresilience, BCG has found that many financial institutions are ill equipped to respond effectively. Weaknesses include a failure to prioritize cybersecurity as a top management issue, an overemphasis on prevention over detection and response, an inadequate bench of cybersecurity talent and expertise, a lack of security awareness in company culture, and operational stress from handling an increased number of cybersecurity incidents. Perhaps most critically, too few organizations focus on preparing employees and partners to act effectively before, during, and after an attack. Building awareness of cyberrisks, providing ongoing training, and creating an effective response plan before an attack happens are all crucial aspects of cyberresilience. (See Exhibit 13.)

As the cyberattack space matures, attack vectors that once required exceptional expertise to build and access can now be purchased "as a service," expanding the pool of malicious actors to low-level players. A study conducted from August to October 2018 by BCG's strategic partner, QuoScient, revealed that at least nine separate spear-phishing waves took place against multiple financial services organizations, using sophisticated malware-as-a-service schemes.[1] Some attacks are designed to infiltrate a bank's system and remain undetected, regularly tracking, stealing, or corrupting sensitive information and assets.

The most pernicious threats come from inside the business—from employees who publish or sell confidential data, from inadvertent exposure caused by human error, and from employees who fall victim to clever phishing, spoofing, and credential theft schemes. Estimates of annual losses across the financial services industry run to the tens of billions of dollars.

Wealth managers must respond to cybersecurity risk not only to protect their clients and businesses but also to meet regulatory requirements. Indeed, regulatory pressure is

EXHIBIT 13 | Most Wealth Managers Are Ill Prepared to Face Cybersecurity Threats



Sources: Global Wealth Report 2019—BCG Global Wealth Manager Performance Benchmarking Database; BCG project experience.
Note: Analysis based on average response for each parameter, globally.

also growing. Nearly three-quarters of jurisdictions worldwide are planning new cybersecurity regulations, guidance, or supervisory practices for the financial sector, according to the Financial Stability Board.

To address these issues effectively, we recommend adopting a four-step approach:

1. **Perform a rigorous cybermaturity assessment.** Firms need to assess their current cyberdefenses, flagging key gaps and vulnerabilities. The most effective way to do this is to have external qualified cybersecurity experts conduct the assessment. In addition to capturing baseline information from the chief information security officer (CISO), IT, and risk functions, firms should identify their "crown jewels"—the data that is most valuable to the firm and to criminals. Since firms cannot protect everything, they should focus on guarding those crown jewels. Tabletop exercises that simulate cyberattacks and their fallout are an excellent way to detect weaknesses in protection, prevention, response, and recovery.

2. **Develop a risk-based strategic plan.** Once a firm has identified its crown jewels and has conducted a rigorous maturity assessment of the controls that protect them, it can build an optimal cyberstrategy. BCG's Cyber Doppler, for instance, allows firms to optimize their portfolio of cyberinvestments by evaluating hundreds of attack scenarios and measuring the losses that might result from each one. This level of clarity and detail allows boards and senior leadership to make informed, actionable decisions about cyberrisk tolerance.

3. **Adapt the operating model.** Firms must arrange to manage cyberrisk through a dedicated operating model that addresses strategy, governance, risk management, and culture. The model should reflect the crucial second-line-of-defense role of the CISO, whose responsibilities include defining standards and providing cybersecurity advice to the first line of defense. In addition, the model should quantify how much risk the firm can tolerate; identify needed changes to the underlying

risk architecture; and address necessary regulatory requirements, such as Regulatory Requirements for IT Systems (BAIT) from the German regulator BaFin, the General Data Protection Regulation (GDPR) in Europe, and myriad (and often overlapping) regulations in the US. Wealth managers also need to understand that regulators, recognizing the business impact of cybersecurity, may perceive a firm's explicit or implicit strategy of simply accepting certain cyberrisks to be a liability threat in itself.

4. **Boost operational capabilities.** In the face of accelerating threats, wealth managers must ramp up information security, building systems that can speedily identify and resolve breaches. They can deploy a smart technology stack supported by machine learning to integrate diverse security controls and platforms. In this way, firms can harness the power of artificial intelligence to strengthen their cybersecurity. Support for those defenses should be the job of a dedicated security operations team capable of driving cybersecurity operations from preventive measures—such as installing antivirus software—to threat intelligence, rapid response, and forensic analysis.

By responding in these ways, wealth managers can better protect the confidentiality of client information, guard against the risk of data and credential theft, improve their regulatory posture, and better defend sensitive payments and other networks against outside attackers.

NOTE

1. "Golden chickens: Uncovering a malware-as-a-service provider and two new threat actors using it," QuoScient, November 2018, https://medium.com/@quoscient/golden-chickens-uncovering-a-malware-as-a-service-maas-provider-and-two-new-threat-actors-using-61cf-0cb87648.

ABOUT OUR METHODOLOGY

In preparing this report, we used a traditional segment nomenclature familiar to most wealth management institutions. The segments include retail, affluent, lower high net worth (HNW), upper high net worth, and ultra high net worth (UHNW). Although wealth bands can vary from player to player, we based segments on the following measures of personal wealth:

- Retail: less than $250,000
- Affluent: between $250,000 and $1 million
- Lower HNW: between $1 million and $20 million
- Upper HNW: between $20 million and $100 million
- UHNW: more than $100 million

To assess the evolution of global personal wealth accurately, we continually refine our market-sizing methodology, incorporating newly available data on countries, segments, and asset classes. For purposes of this report, global personal financial wealth represents that of the total resident population, collected from central banks or equivalent institutions, on the basis of the global System of National Accounts. For countries that do not publish consolidated statistics on financial assets, we generated bottom-up analyses using country-specific proxies, in line with the System of National Accounts, with data sourced from the central bank or equivalent institution.

We derived distribution of wealth statistics on the basis of resident adult populations, by market, using econometric analysis to combine various sources of publicly available wealth distribution data. Past and projected growth rates of wealth segments account for shifts of individuals in and out of segments over time.

To forecast personal financial wealth at the individual level, we used a fixed-panel, multiple-regression analysis of past wealth-driving indicators and applied forecasted indicator values to those patterns. We calculated cross-border wealth, which we include as part of total wealth, from data published by financial centers and by the Bank of International Settlements, as well as from data generated by BCG project experience.

BCG's revenue pools methodology calculates market-specific results for the largest 18 markets (covering 80% of total global wealth). Results for the remaining markets are based on regional averages. All growth rates are nominal, with the fixed 2018 year-end exchange rate. We used this approach to estimate banking market sizes and potential total banking revenue.

FOR FURTHER READING

Boston Consulting Group has published other reports and articles that may be of interest to senior financial executives. Recent examples include those listed here.

Artificial Intelligence Is a Threat to Cybersecurity. It's Also a Solution.
An article by Boston Consulting Group, November 2018

How Asset Managers Can Win in a Winner-Takes-All World
A Focus by Boston Consulting Group, May 2019

Global Risk 2019: Creating a More Digital, Resilient Bank
A report by Boston Consulting Group, March 2019

What Does Personalization in Banking Really Mean?
An article by Boston Consulting Group, March 2019

How CIB Markets Divisions Can Boost Revenue Growth
An article by Boston Consulting Group, March 2019

Trimming the Sails: Insights from BCG's Treasury Benchmarking Survey 2018
A Focus by Boston Consulting Group, December 2018

What Do Corporate Banking Customers Really Want?
An article by Boston Consulting Group, November 2018

Global Payments 2018: Reimagining the Customer Experience
A report by Boston Consulting Group, October 2018

Retail Banks Must Embrace Open Banking or Be Sidelined
An article by Boston Consulting Group, October 2018

Banking's Cybersecurity Blind Spot—and How to Fix It
A Focus by Boston Consulting Group, August 2018

Global Asset Management 2018: The Digital Metamorphosis
A report by Boston Consulting Group, July 2018

Global Wealth 2018: Seizing the Analytics Advantage
A report by Boston Consulting Group, June 2018

Global Capital Markets 2018: Embracing the Digital Migration
A report by Boston Consulting Group, May 2018

NOTE TO THE READER

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Acknowledgments

The authors thank their BCG colleagues for their invaluable assistance to this report. Global contributors include:

Americas: Joseph Carrubba, Thomas Foucault, Deepak Goyal, Christian Hori, Julie Klein, Hans Montgomery, Neil Pardasani, and Blaine Slack.

Western Europe: Carlos Barradas, Paolo Belotti, Jorge Colado, Anita Coronel, Giovanni Covazzi, Jean Dobbeni, Lucas Du Croo De Jongh, Norbert Dworzynski, Dean Frankle, Max Hauser, Laszlo Juhasz, Alasdair Keith, Daniel Kessler, Maximilian Klein, Marcin Kotlarek, Benoît Macé, Matthias Naumann, Edoardo Palmisani, Jürgen Rogg, Holger Sachse, Thomas Schulte, and Katarzyna Teter.

Middle East and Africa: Tijsbert Creemers, Harold Haddad, Markus Massi, and Godfrey Sullivan.

Asia and Oceania: Federico Burgoni, Ashish Garg, David He, Penny Law, Angela Lo, Yasushi Sasaki, Dong Han Shin, Sam Stewart, William Ta, Tatsuya Takeuchi, Tammy Tan, Jungeun Woo, and Allison Xu.

In particular, we wish to acknowledge the significant contributions provided by our core project team:

Market sizing: Joshua Cova, Romain Dorange, Michael Schickert, and Milos Vranes.

Cross-border perspective: Bruno Bacchetti, Annette Pazur, and Alexis Saucy.

Cybersecurity: Alex Asen, Walter Bohmayr, Michael Coden, Jannik Leiendecker, and Lars Wittmaack from QuoScient.

Benchmarking: Sukrita Bhatia, Nisha Mittal, and Kalika Vashistha.

Finally, the authors would like to thank Philip Crawford for coordinating the preparation and distribution of this report; Marie Glenn for her assistance writing it; and Katherine Andrews, Kim Friedman, Abby Garland, Adam Giordano, Steven Gray, and Shannon Nardi for their contributions to its editing, design, and production.

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