Wealth management: How digital and learning algorithms advance holistic advice

Enhanced digital experiences, more revealing engagement analytics and deeper forms of artificial intelligence will deliver a clearer understanding of client context and facilitate more informed, hyper-personalized financial advice, our latest research reveals.
Executive summary

The next generation of wealth advisors are optimistic about, not threatened by, the impact digital client experiences and artificial intelligence (AI) will have on the delivery of financial advice.

In March 2018, we polled 351 advisors across the U.S. (see Methodology on page 18) on the state of digital in wealth management. With financial technology transforming the way people think about and interact with money, we sought to understand wealth advisory organizations’ readiness for these sweeping changes.

Not surprisingly given the topic, over 80% of our respondents were 25 to 45 years of age, and the majority self-identified as technology early adopters. These Gen X and Gen Y financial professionals are tech-savvy digital natives, comfortably at home in both the digital and analog world — and they increasingly blur the distinction between these channel lines.

When we analyzed the responses from this younger advisor cohort, what drew our attention were the priorities they highlighted for the delivery of wealth management services, and the integrated role they envision for humans and technology. (They also shared their views on process automation, a critical topic but one that falls outside of the parameters of this report.) They seek the business advantages that arise when technology augments and extends the human touch.

Factors shaping the future of advice

Our respondents are technology optimists, and they presented a clear point of view and a specific set of recommendations regarding where wealth management practice will benefit from enhanced process digitization and machine intelligence:

- **They see future customer experience largely shaped by technology.** Seventy-one percent identify as a very high or high priority building digital tools, analytics and channels to enable and support the experience qualities — available, transparent, responsive and holistic — demanded by clients.

- **They also see (68%) the delivery of holistic advice as being driven by and dependent on the capture of broader sets of data to build more sophisticated analytics** that create opportunities for increased immediacy and relevance. In addition, 78%
believe that AI can improve the goal planning and portfolio creation processes. They also see cognitive computing’s potential to advance the goal of the right advice, at the right time, to the right client, through the right channel.

- **They see digital’s promise (AI in particular) as not just an efficiency exercise, but as a way to drive greater collaboration** with clients, colleagues and other professionals. A full 80% of our respondents agree that enhanced data and analytics will drive more personalized advisory services.

- **Regarding automated advice, 76% of our respondents believe that automated advice will grow in capabilities and sophistication** and will increasingly find adoption beyond the mass affluent channel. “Robo” should not be thought of only as a channel limited to mass affluent clients, but one that will grow in sophistication and application to core high-net-worth (HNW) clients, and 68% believe that robo as a channel should be increasingly integrated into the advisor practice as an enabling tool (see Figure 1).

### Looking over the horizon

Respondents were asked which factors will shape the future of advice.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building a collaboration ecosystem for advisors, clients and other professionals is a high priority digital challenge.</td>
<td>39%</td>
<td>32%</td>
</tr>
<tr>
<td>So-called “robo-advice” tools will grow in sophistication and adoption will move beyond the mass-affluent segment.</td>
<td>34%</td>
<td>42%</td>
</tr>
<tr>
<td>The focus of automated advice tools will expand to AI and cognitive computing.</td>
<td>28%</td>
<td>40%</td>
</tr>
<tr>
<td>Automated (“robo”) tools will not be a separate channel, but will be fully integrated into the advisor’s practice.</td>
<td>27%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Response base: 295 of 351 total respondents  
Source: Cognizant  
Figure 1
The input we received underscores that the realization of these goals is happening faster than incumbents might believe. We believe the insights received from these early adopters will help wealth management enterprises to move forward effectively in the ever-changing digital world and build solutions that complement human advice with AI-enabled tools that significantly benefit advisors and clients.

Our recommendations

Early adopters envision a future advice ecosystem consisting of three elements: digitally-defined customer experiences; the capture, synthesis and analysis of broader data sets that deepen context; and learning algorithms that deliver meaningful, timely and hyper-personalized services informed by client needs and behaviors. Based on early adopters’ insights into emerging digital tools and techniques, we recommend wealth-management enterprises take the following actions:

- **KYDC — Know your digital customer.** Accelerate the pace for deploying digital experiences. By casting a digital net, we can actively mine the data surfaced from these journeys with an eye toward understanding customers in a broader context and to the industry’s goal of delivering holistic advice.

- **Integrate systems of record and systems of engagement data to build better client analytics.** These insights can address key relationship goals such as the next best action and the propensity to buy and/or to leave, as well as enhance the advisor’s ability to better plan and provide timely, meaningful advice. Seventy-five percent of our respondents identify harnessing broader data sets to enhance client insights as a key industry challenge.

- **Communicate, collaborate — and nudge.** Anticipate and build “learning loops” that begin with an insight, lead to an advisory conversation and recommendation, and then track behavior. Build these loops in learning algorithms that empower advisors to have more meaningful client conversations that improve over time.

The future of advice calls for a new approach that is digital-first, AI-first and advisor-first. This white paper details how wealth management firms can chart a course to relevant, personalized advisory services.
The future of advice calls for a new approach that is digital-first, AI-first and advisor-first.

Money is only part of the conversation

Technology is transforming financial services. Digital interactions and AI in the form of machine learning (ML) algorithms will continue to drive the evolution of wealth management. Our research suggests this future is increasingly expected, if not demanded, by both investors and advisors. Two-thirds (66%) of our respondents agree with the proposition that digital technology will fundamentally change the nature of advice delivery and client interaction.

With younger advisors who identify themselves as early technology adopters forming the majority of our response base, our findings represent an opportunity to learn more about where and how digital and AI can add value to their practices. Gen X and Gen Y advisors see digital technology in general, and AI specifically, as an opportunity to offer more satisfying experiences, improved goal-setting and portfolio design, and more personalized relationships. This is particularly important when the focus is on younger investors — 70% of our respondents agree that building relationship models based on digital interactions will be a critical factor going forward.

We accept that investment products are increasingly commoditized, and wealth management today pivots around the quality and depth of the relationship between the investor and advisor. That relationship is increasingly defined by client experience, made more rewarding by digital channels. The promise of advanced digital, analytics and learning algorithms is to enhance that relationship and enable advisors to understand the full context of clients and their needs beyond their wealth.

Indeed, the industry is moving in this direction. Financial wellness, life planning and holistic advice all speak to the desire to understand clients and their wealth in a broader context. Wealth management is no longer only about investments, but has a broader focus built on understanding investor behaviors, habits and attitudes. It also pivots on advisors who can coach client behavior to optimize outcomes. This requires a deeper level of personalization than traditional client analysis provides.

Using systems of engagement to know your customer better

For wealth management enterprises, the challenge is to build the technology and data ecosystem to deliver personalization at scale and with speed.

Most data management initiatives within banks and wealth management enterprises have focused on the tight integration of systems of record data, typically housed in various core transaction, record-keeping and custodial systems. These efforts, driven primarily by regulatory mandates and the desire to cross-sell, focus on building a single view of the customer across lines of business that reflects transactions, investment holdings, and basic, compliance-driven demographic information.
This data has traditionally been the primary source of client information and the basis for advisors’ formulation of client investment plans.

Many firms have completed these integration efforts and now seek opportunities to leverage their systems of record data for more strategic purposes, such as building analytics to respond to or predict client behavior (e.g., next best action, propensity to buy, predict attrition, etc.). These are ambitious goals. In our experience, however, it is unproven that systems of record data alone can generate enough insights to lead wealth management firms to these end points.

A more promising path forward is to enrich this core data set with additional elements sourced from various systems of engagement (see Figure 2). Examples of these sources include data already at hand within enterprise systems such as CRM records, service logs and call-center interactions, and data derived from natural language analytics. We can further expand the data pool by including third-party structured data sources, social media data — even attitudinal, behavioral and

The marriage of systems of record and systems of engagement

Incorporating systems of engagement data can help create a richer, more nuanced picture.

Source: Cognizant
Figure 2
observational information. Together, this richer data stew can help advisors to gain deeper customer context beyond account number, gender, age and address that can inform more meaningful, holistic wealth conversations.

With the additional insight that systems of engagement data offer, advisors will have the wherewithal to understand clients beyond wealth tier and life stage — the traditional methods of market segmentation. Wealth advisors will be able to generate forward-looking hypotheses and assess predictive outcomes. Informed by data beyond systems of record, advisors can connect with clients in a more timely and personalized way.

**Learning Loops: Algorithms that enable more personalized experiences and predictive actions**

Learning loops are a “virtuous cycle” that integrates digital experiences, client data from both systems of record and systems of engagement, advice and then monitoring. The loops (see Figure 3) provide several key advantages:

- **Capture financial and experience data**, structured and unstructured, that build deeper client context.
- **Analyze that data** via AI and machine learning.
- **Derive insights** that have predictive or business value.
- **Monitor and adjust to suggest future actions** to optimize client experience, uptake of advice or other intended outcomes.

**AI/analytics opportunities and feedback/learning loops deliver deeper client understanding**

![Figure 3](source:Cognizant)

**Traditional approach: Assets under management**

- **Ultra high-net-worth**
- **High-net-worth**
- **Mass affluent**

**Newer approach: Life stage**

- **Pre-retiree executives**
- **Modern families**
- **Widows and divorcees**

**Personalized approach: Attitudinal**

- **“Unconstrained consumers”**
- **“Naïve risk takers”**
- **“Savers”**

**Empirical**: Focused on highly measurable factors. Good at linking to firm economics; weaker at providing insights.

**Contextual**: Seeks to intersect financial needs with life stage realities. Better at defining appropriate financial solutions (e.g., retirement Income).

**Behavioral**: Based on an understanding of motivations and needs in context. Better at defining propensities, generating insights into emerging needs, identifying “moments that matter.”
Still firmly at the center are human advisors doing the things people do best, such as reading context, interpreting behaviors, and making use of intuition and empathy (see Figure 4).

**Early adopters’ take: Where digital adds practice value**

Our analysis focused on the 84% of respondents who fall in the under 45 age cohort, the majority of whom self-describe as technology early adopters. We believe this group of advisors will set the roadmap and lead the adoption of digital and AI in their practices.

Early adopters don’t see data and analytics as a threat but as an opportunity and a tool to augment their practice (see Figure 5, next page). They share a positive vision for technology’s role in providing more personalized services, and their focus is squarely on the opportunity to gain differentiation.

Thematically, the opportunities they cited fall into two areas: customer acquisition via deeper analytics and more directed communications, and customer experience via greater self-service and digital collaboration.

A deeper examination, however, of our data highlights four prominent use cases — client segmentation and needs analysis, client onboarding, goal planning and portfolio creation, and client communications.

**Learning loops pull experience and data together**

Source: Cognizant
Figure 4
Data and analytics will drive personalization

Respondents were asked which unfolding trends will have the greatest impact on the fast-changing wealth management landscape.

Enriched data and analytics will enable more personalized advisory services.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>38%</td>
<td>42%</td>
</tr>
</tbody>
</table>

AI is the next growth opportunity in competing for the next generation of HNW investors.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>38%</td>
<td>38%</td>
</tr>
</tbody>
</table>

The key industry challenge is to broaden data sets that can enhance insight that drives advice.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>34%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 5

Defining digital value: Client acquisition

We asked our audience which use cases within the customer acquisition process would benefit most from investments in digital and AI. The opportunities that rose to the top were customization of client proposals, rethinking the onboarding experience, and leveraging external data collection to build a more refined and actionable prospect segmentation (see Figure 6).

Client acquisition priorities

Respondents were asked how digital and enhanced analytics will drive client acquisition.

Enhance the quality and speed of delivering client proposals.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>41%</td>
<td>39%</td>
</tr>
</tbody>
</table>

Better identify and engage with "next-gen" prospects.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>33%</td>
<td>42%</td>
</tr>
</tbody>
</table>

Mine prospect and new client data, both traditional and behavioral, for better segmentation.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>43%</td>
</tr>
</tbody>
</table>

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 6
The leading specific pain point our respondents cited where digital solutions would be of most value related to acquisition was improving data collection, followed by improving the processes of client risk profiling, data aggregation and background checking (see Figure 7).

**Top digital opportunities**

Respondents were asked to identify the most promising opportunities for digital to augment advisor effectiveness.

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client data collection</td>
<td>68%</td>
</tr>
<tr>
<td>Risk profiling</td>
<td>36%</td>
</tr>
<tr>
<td>Data aggregation</td>
<td>35%</td>
</tr>
<tr>
<td>KYC, background checking</td>
<td>34%</td>
</tr>
<tr>
<td>Prospecting/Lead management</td>
<td>18%</td>
</tr>
</tbody>
</table>

Note: Percent citing opportunities to enhance digital delivery above current state.

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 7

**Defining digital value: Client onboarding**

The response we received regarding client onboarding was equally direct. They see opportunities to improve information-gathering at the onset of the onboarding process to drive self-service via digital channels during the process, and to streamline onboarding in terms of new account opening, money movement and transfer of assets (see Figure 8, next page).

Asked where digital solutions would be of most value related to client onboarding, our respondents led with improving core processes such as the transfer of assets, new account opening and money movement for initial funding, and addressing client data collection to streamline background checking (see Figure 9, next page).
All onboard

Respondents were asked to identify the key areas for digital to drive client experience in client onboarding.

- Improve information gathering and collaboration between advisor and client during onboarding: 41% strongly agree, 39% agree.
- Employ digital tools and AI to help drive a higher degree of automation and self-service: 38% strongly agree, 42% agree.
- Drive digital to streamline onboarding tasks: new account opening, money movement, transfer of assets: 29% strongly agree, 33% agree.

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 8

Where digital enhances advisor effectiveness

Respondents were asked to identify the most promising opportunities for digital to augment advisor effectiveness.

- Transfer of assets: 62% agree
- New account opening: 61% agree
- Money movement: 60% agree
- Client data collection: 58% agree
- Background/Compliance validation: 56% agree

Note: Percent citing opportunities to enhance digital delivery above current state.

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 9
Defining digital value: Goal planning and portfolio creation

Top opportunities from our research about this topic span using deeper client analytics in the goal planning process, applying engagement analytics to simulate better risk modeling and delivering greater customization in client reporting (see Figure 10).

Personalizing the investment process

Respondents were asked to identify key areas for digital and AI to drive better goal planning and client portfolio outcomes.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Strongly agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide greater customization to client reports</td>
<td>40%</td>
<td>42%</td>
</tr>
<tr>
<td>Perform more accurate risk modeling using broader analytics and simulations</td>
<td>39%</td>
<td>43%</td>
</tr>
<tr>
<td>Leverage deeper client-specific insights to improve goal planning</td>
<td>38%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 10

Specific opportunities cited include improving performance monitoring, cash flow projections and the goal-planning process itself, and translating these goals to manager/investments selection (see Figure 11, next page).

Defining digital value: Client communications

As a final example, client communications rose to the top as a use case for advisors where a more sophisticated and integrated use of digital, data and analytics could improve effectiveness. Specifics highlighted by our respondents include driving personalization to deliver more relevant and actionable insights (see Figure 12, next page).
Where to focus: Goal planning & portfolio design

Respondents were asked to identify the most promising opportunities for digital to augment advisor effectiveness.

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Percent Citing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring performance against plan</td>
<td>59%</td>
</tr>
<tr>
<td>Providing cash flow projections</td>
<td>57%</td>
</tr>
<tr>
<td>Building a financial or retirement plan</td>
<td>57%</td>
</tr>
<tr>
<td>Manager selection and investment allocation</td>
<td>57%</td>
</tr>
<tr>
<td>Holdings analysis and product recommendations</td>
<td>53%</td>
</tr>
</tbody>
</table>

Note: Percent citing opportunities to enhance digital delivery above current state.

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 11

Being digitally connected

Respondents were asked how digital could best drive client experience around information management and communications.

- Improve the timeliness and personalization of client communications and service alerts. [Strongly agree: 38%, Agree: 43%]
- Drive more relevant and actionable customer insights from all sources of client data. [Strongly agree: 36%, Agree: 41%]
- Explore opportunities to use social media as a communications and service delivery channel. [Strongly agree: 33%, Agree: 40%]

Response base: 295 of 351 total respondents
Source: Cognizant
Figure 12
Quick take

Staying relevant in the conversation

Figure 13 depicts an operating model that helps advisers rethink client communications by delivering a heightened digital experience, informed by enriched data sets and feedback loops. This use case, based on our client work, consists of a digital-first experience that captures and deploys both systems of record and systems of engagement data, and keeps the advisor at the center of the experience.

Use case: Staying relevant in the conversation

<table>
<thead>
<tr>
<th>Learning loop</th>
<th>Alert</th>
<th>Assess</th>
<th>Advise</th>
<th>Transact</th>
<th>Adjust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems of record</td>
<td>Holdings</td>
<td>Accounts</td>
<td>Allocations</td>
<td>Products</td>
<td>Risk profile</td>
</tr>
<tr>
<td>Systems of engagement</td>
<td>Online research inquiry, Pre-set news feed</td>
<td>Communication calendar, Event trigger</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alert an article of interest…</td>
<td>What is our current exposure?</td>
<td>Should we adjust course?</td>
<td>Let’s do further research…</td>
<td>And update our interest profile…</td>
</tr>
</tbody>
</table>

Alert: an article of interest...

Time to get back into the market/rebalance?

What are the areas you care about most?

Jane’s Interests

Pharma
ESG
Biotech
Venture

Source: Cognizant

Figure 13
The delivery challenge for wealth management firms

Our research illuminates practical challenges faced when applying digital tools and thinking to the wealth management function, and poses three “show-me” challenges to enterprises (see Figure 14):

- **The first challenge is to fully commit to a digital and AI agenda.** This is called out as a primary challenge by the largest number (43%) of respondents in our survey.
- **The second is to keep field utility at the forefront;** that is, they want to see their firms test and roll out solutions that are useful and impact their practices and client conversations.
- **The third challenge is timing,** especially with respect to working through legacy systems and processes.

There is a sense of impatience among early adopters that the complexity of addressing legacy infrastructure, data and systems issues will hold back the digital agenda. This is a practical concern for sure, but a challenge nonetheless to firms that to stay relevant must take an accelerated, agile approach to defining their discretionary investments and their product development process.

What challenges the success of your firm’s digital strategy?

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Primary</th>
<th>Secondary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Regulations</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Org resistance</td>
<td>31%</td>
<td>43%</td>
</tr>
<tr>
<td>Adoption</td>
<td>37%</td>
<td>36%</td>
</tr>
<tr>
<td>Timeline/Legacy</td>
<td>30%</td>
<td>54%</td>
</tr>
<tr>
<td>Budget</td>
<td>17%</td>
<td>30%</td>
</tr>
<tr>
<td>Leadership</td>
<td>24%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Source: Cognizant

Figure 14
While Gen X and Y advisors may not yet be managing your largest client books, they will provide the most productive input about the success or failure of your digital initiatives.

**Looking ahead on the digital highway**

How can wealth management enterprises begin to address the priorities young advisors are asking for? How do they develop the engaging digital experiences that customers have come to expect? We recommend the following actions to ensure a higher degree of field success:

- **Engage early adopters in the process.** The opportunity for enterprise experience design, product and IT leaders is to harness early adopters’ appetite for hyper-personalized experiences, and to let them drive the process. Invite them to codevelop requirements, shape the roadmap and be your beta testers. While Gen X and Y advisors may not yet be managing your largest client books, they will provide the most productive input about the success or failure of your digital initiatives.

- **Get used to “fuzzy data” when integrating data from systems of record and systems of engagement.** We now have the capacity to move beyond short-hand indicators and to integrate richer data sets containing structured, semi-structured and unstructured information to build profiles beyond balances, holdings and transactions. Making sense of these newer data sets requires that organizations develop capabilities to live with the ever-increasing pools of big data that will be fuzzy in nature.

While custodial and transactional systems (systems of record) provide organized data, systems of engagement (sources ranging from CRM to social media and observational input) deliver data streams that are rich in context and relevance, but less structured. Legacy tools need data in structured and organized format to generate meaningful insights. AI and machine learning can enable companies to generate insights from fuzzy, unstructured data sets generated by learning algorithms, thus filling in contextual and relevance gaps. The insights generated by these systems of intelligence will support “segment of one” client interactions and will enable wealth management to deliver more intimate, hyper-personalized services at scale and speed.
Truly getting the customer right will set a clear direction that executives can use to select the technologies that are most relevant to fulfill customer needs. This in turn will help them get the journey right.

- **Look for the nudge.** Anticipate and build learning loops that begin with an insight, lead to an advisory conversation and track behavior toward improving the effectiveness of recommendations. Enhanced analytics should empower advisors to have more meaningful client conversations that improve over time. Digital channels are critical enablers for capturing richer engagement data and orchestrating conversations at those most critical a-ha moments. Data at the point of engagement/interaction helps to inform a series of events that can generate contextual client communication.

  Stream-based processing that is supported by AI/ML models can help advisors to nudge clients toward financial and life goals with the right advice delivered at the point of interaction. This collaboration reinforces the notion that systems are taking care of client needs in the background, and an always-on ecosystem helps promote client interactions that are far more timely than the usual periodic check-ins.

In sum, the approach suggested here is not just “digital first” and “AI first” — it is also “advisor first.” We believe these technologies and tools are moving quickly from emerging to core, but in a manner that will augment the abilities of the human advisor, not replace her. When well designed and implemented (by heeding the advice of early adopters), digital, AI and machine learning will enhance the ability of advisors to communicate and collaborate in ways that are more efficient, effective and meaningful to their clients. This is the future of advice.
**Methodology**

In March 2018, Cognizant surveyed 351 professionals to better understand the digital-readiness levels of wealth advisory organizations. The firms they work for are evenly divided among insurance, banking and wirehouses. The majority (84%) of respondents are between the ages of 25 and 45. Forty percent have been in their current roles four to six years.

**Research respondents represent the future of wealth management**

<table>
<thead>
<tr>
<th>Firm type</th>
<th>25-35</th>
<th>36-45</th>
<th>46-55</th>
<th>&gt;55</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wirehouse</td>
<td>23%</td>
<td>26%</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>Independent broker-dealer</td>
<td>26%</td>
<td>50%</td>
<td>4%</td>
<td>11%</td>
</tr>
<tr>
<td>Bank broker-dealer</td>
<td>26%</td>
<td>34%</td>
<td>7%</td>
<td>38%</td>
</tr>
<tr>
<td>Insurance broker-dealer</td>
<td>54%</td>
<td>5%</td>
<td>7%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Source: Cognizant.
Note: Percentages do not add up to 100% due to rounding.

**Endnotes**


About the author

Michael Perera
Senior Digital Partner,
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Michael Perera is Senior Digital Partner and Wealth & Asset Management Consulting Practice Leader at Cognizant. In this role, he helps clients define and implement digital strategy, imagine new customer experiences, and transform business models to optimize product and service delivery. Michael brings over 20 years of experience in consulting and functional roles at major U.S. firms such as Fidelity Investments and State Street Corp., where he held leadership positions in strategy, corporate development, channel management and new product/platform development across the advisor, broker-dealer, high-net-worth and asset management sectors. He holds a master’s degree in business administration from the Amos Tuck School at Dartmouth College and a bachelor of arts in economics from the University of Pennsylvania. He can be reached at Michael.Perera@cognizant.com | www.linkedin.com/in/michael-perera-9b578b/.

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About Cognizant Digital Business
Cognizant Digital Business helps our clients imagine and build the Digital Economy. We do this by bringing together human insight, digital strategy, industry knowledge, design, and new technologies to create new experiences and launch new business models. For more information, please visit www.cognizant.com/digital or join the conversation on LinkedIn.

About Cognizant Banking and Financial Services
Cognizant’s Banking and Financial Services (BFS) practice is one of the largest industry verticals that partners with large financial institutions (FIs) to evolve their business and technology landscape and enable end-to-end digital transformation. Seventeen of the top 20 North American FIs, and all of the top 10 European banks (which includes those in the UK), rely on us to manage their technology portfolio across multiple business entities and geographies. We serve the entire financial services spectrum, including retail and wholesale banking, consumer lending, cards and payments, investment banking and brokerage, asset and wealth management, securities services, and governance, risk and compliance. Our consulting-led approach, deep domain expertise and partner ecosystem enable clients to address the dual mandate of “optimizing the business” while “driving digital at scale.” From large-scale core banking or payment transformation to adoption of cutting-edge technologies like artificial intelligence, analytics, blockchain and robotic process automation, we partner with FIs to envision and build the digital bank of the future. Learn more about Cognizant’s BFS practice at www.cognizant.com/banking-financial-services.

About Cognizant
Cognizant (Nasdaq-100: CTSH) is one of the world’s leading professional services companies, transforming clients’ business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 195 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us @Cognizant.