

CELENT

# INNOVATION & INSIGHT DAY

UNLEASHING THE POWER  
OF THE ECOSYSTEM

**April 24, 2018**

Boston, Massachusetts



Featuring

Eleventh Annual Model Bank Awards

Twelfth Annual Model Insurer Awards

Introducing

Model Asset Manager Awards

Model Wealth Manager Awards

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# WELCOME

Hello,

Welcome to **Innovation & Insight Day**, or as we fondly refer to it, **I&I Day**. Our goal this year is ambitious as we seek to discover just why some firms are able to transform the way they do business by finding new ways to leverage technology. What are the processes they have in place? What are the hurdles they have had to overcome? How were they able to shift the focus from how things were done, to how things should be done? How should firms address certain market disruptions?



- Our morning keynote speaker, *Todd Schofield, Worldwide Industry Lead, Financial Services, Apple, Inc.*, will discuss his experience combining the world of technology with financial services. He will relate how Apple has found success fostering innovation both internally, by giving enterprises a platform to build powerful apps on, and externally, by partnering with experts that allow them to extend their business capabilities. Successfully exploiting the new innovation ecosystem.
- In the afternoon, our team of analysts will participate in three brief debates focusing on whether *Financial Institutions and Fintechs can work together*; if *APIs will make or break financial services firms*; and whether *Artificial Intelligence/Machine Learning will transform financial services*. It's sure to be a lively discussion – and we want you to join the conversation! Be prepared to offer your two cents on any or all of these hot topics.

Of course no **I&I Day** would be complete without recognizing the outstanding and innovative initiatives undertaken by this year's **Model Insurers** and **Model Banks**. I think you will leave here inspired by their efforts and hopefully full of ideas for your own organization. As always, the decision process was difficult since the nominations we received this year were truly exceptional.

Finally, this year we have added two new awards categories to the **Model Awards** family. The inaugural **Model Asset Manager** and **Model Wealth Manager Awards** will be conferred. I believe their inspirational stories will give you a new appreciation for this vital sector and galvanize you to implement your own ideas.

We hope you find today valuable. This is an exciting time for our industry, and we are grateful that you chose to join us as we continue our exploration of innovation.

A handwritten signature in dark ink that reads "Craig".

CRAIG WEBER

CEO

Celent

@weber\_craig

# PROGRAM AT-A-GLANCE

9:00 AM

REGISTRATION

10:00 AM

WELCOME AND OPENING COMMENTS

Craig Weber, CEO, Celent

10:30 AM

MORNING KEYNOTE SESSION – CATALYZING INNOVATION

Todd Schofield, Worldwide Industry Lead, Financial Services, Apple, Inc.

11:15 AM

NETWORKING BREAK

11:45 AM

BREAKOUT SESSIONS



11:45 am **Welcoming Remarks**

Jamie Macgregor, Senior Vice President, Insurance, Celent

**Featured Speakers**  
**No Limits – The Rise of BHSI**

Jamie Roser, Chief Information Officer, Berkshire Hathaway Specialty Insurance  
Eugene Van Biert, Chief Revenue Officer, Duck Creek Technologies

**Model Insurer Awards Presentation: Digital and Omnichannel, Artificial Intelligence and Data, Legacy Modernization**

1:15 pm **Networking Luncheon**

2:00 pm **Digitizing the Customer Experience: A New Framework**

Karlynn Carnahan, Head of Americas Property & Casualty, Celent

**Model Insurer Awards Presentation: Operational Excellence, Innovation and Emerging Technologies**

3:00 pm **Model Insurer of the Year**

Juan Mazzini, Senior Analyst, Celent



**Welcoming Remarks**

Dan Latimore, Senior Vice President, Banking, Celent

**Model Bank 2018 Overview**

Zilvinas Bareisis, Senior Analyst, Celent

**Model Bank Awards Presentation: Consumer Banking and Risk Management**

**Featured Speakers**  
**RBC Digital Activation Strategy**

Janice Diner, CEO and Founder, Horizon  
Bryan Herskovits, Director, Digital Activation, RBC Royal Bank

**Networking Luncheon**

**Model Bank Awards Presentation: Corporate and SME Banking and Legacy Transformation**

**Model Bank of the Year**

Dan Latimore, Senior Vice President, Banking, Celent



**Welcoming Remarks**

David Easthope, Senior Vice President, Securities & Investments, Celent

**Model Asset Manager Awards Presentation: Operations and Risk, Emerging Innovation, Core Transformation**

**The Buyside and Risk Management**

Neil Katkov, PhD, Research Director, Celent

**Networking Luncheon**

**Model Wealth Manager Awards Presentation: Client Experience, Emerging Innovation, Platforms and Product**

**Data Swamp to Data Smart**

Will Trout, Senior Analyst, Celent

**API Monetization Schemes**

Kelley Byrnes, Analyst, Celent

**CRM and the Digital Client Experience**

Ashley Globerman, Analyst, Celent

3:30 PM

NETWORKING BREAK

4:00 PM

CONSONANCE AND DISSONANCE

Celent Analysts

4:30 PM

CLOSING REMARKS

Craig Weber, CEO, Celent

4:45 PM

COCKTAIL RECEPTION AND RAFFLE GIVEAWAY

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## Does your firm have what it takes?

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Twelfth Annual Model Bank Awards

Thirteenth Annual Model Insurer Awards

Second Annual Model Asset Manager Awards

Second Annual Model Wealth Manager Awards

**Deadline:** Friday, November 16, 2018

For more information, visit  
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## Innovation

"We always **overestimate** the change that will occur in the next **two years** and **underestimate** the change that will occur in the next **ten**. Don't let yourself be lulled into inaction."

– Bill Gates

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# PROGRAM

9:00 AM REGISTRATION

10:00 AM WELCOME AND OPENING COMMENTS

*Craig Weber, CEO, Celent*

10:30 AM MORNING KEYNOTE SESSION  
CATALYZING INNOVATION

*Todd Schofield, Worldwide Industry Lead, Financial Services, Apple, Inc.*

Todd will discuss his experience combining the world of technology with financial services. He will relate how Apple has found success fostering innovation both internally, by giving enterprises a platform to build powerful apps on, and externally, by partnering with experts that allow them to extend their business capabilities. This hybrid approach has enabled them to bridge gaps between industries. Hear about the challenges that enterprises overcome and how they are able to create meaningful value by embracing transformation and collaboration.

11:15 AM NETWORKING BREAK

11:45 AM BREAKOUT SESSIONS

Your chance to get up close and personal with the individuals and firms that are transforming the financial services industry. Hear firsthand accounts of organizations that are finding ways to turn the theoretical into the practical by implementing successful innovations.

These highly interactive sessions will offer a variety of perspectives from firms that have not only found success with their initiatives but have also found ways to take advantage of new models of innovation within their organizations.



11:45 am **Welcoming Remarks**

*Jamie Macgregor, Senior Vice President, Insurance, Celent*



**Welcoming Remarks**

*Dan Latimore, Senior Vice President, Banking, Celent*

**Model Bank 2018 Overview**

*Zilvinas Bareisis, Senior Analyst, Celent*

We kick off with an overview of the **Model Bank** program in 2018: the number of nominations, their geographic spread, and most importantly, the overarching themes setting the innovation agenda in banking today.



**Welcoming Remarks**

*David Easthope, Senior Vice President, Securities & Investments, Celent*

**Model Asset Manager Awards Presentation: Operations and Risk**

*Neil Katkov, PhD, Research Director, Celent*

The discussion will focus on risk, security, and operational excellence, integrating trends in the space with the winner of the Model Asset Manager: Operations and Risk.





**11:45 am**  
continued

### Featured Speakers

#### No Limits – The Rise of BHSI

*Jamie Roser, Chief Information Officer, Berkshire Hathaway Specialty Insurance*  
*Eugene Van Biert, Chief Revenue Officer, Duck Creek Technologies*

With no IT staff and no technology, Berkshire Hathaway Specialty Insurance faced stiff competition when it launched five years ago. Since then, the insurer has increased GWP fourfold to \$1.7 billion. CIO Jamie Roser recounts how BHSI made the determination to partner with Duck Creek and leverage SaaS (Duck Creek OnDemand) to scale rapidly, contain costs, simplify and manage integrations, and leverage its data more strategically, becoming drastically more competitive in an extremely crowded landscape.

#### Model Insurer Awards Presentation: Digital and Omnichannel, Artificial Intelligence and Data, Legacy Modernization

Learn about this year's winning initiatives as Celent analysts discuss the innovations that inspired them.

*Donald Light*

- Digital and Omnichannel

*Craig Beattie*

- Artificial Intelligence and Data

*Karen Monks*

- Legacy Modernization

#### Model Bank Awards Presentation: Consumer Banking and Risk Management

Join Celent senior analysts as they announce the winners of specific awards and discuss their initiatives.

*Zilvinas Bareisis*

- Cards Innovation
- Consumer Account Onboarding
- Identity Management

*Stephen Greer*

- Consumer Channel Innovation
- Best Digital Bank

*Gareth Lodge*

- Consumer Payments
- Financial Inclusion
- Payments Replatforming

*Joan McGowan*

- Risk Management
- Fraud Management & Cybersecurity

*Bob Meara*

- Customer Engagement
- Personal Financial Experience
- Employee Productivity

### Featured Speakers

#### RBC Digital Activation Strategy

*Janice Diner, CEO and Founder, Horizn*

*Bryan Herskovits, Director, Digital Activation, RBC Royal Bank*

RBC, with Horizn, will share key highlights from its compelling case study about RBC's successful comprehensive digital activation strategy designed to quickly increase internal and external (customer) digital activation. The three-part strategy included an agile approach, a gamified learning platform, and a network of volunteer Digital Navigators.

#### Award Presentations: Model Asset Manager and Model Wealth Manager

Join Celent analysts as they announce the winners of specific awards and discuss their initiatives.

*Brad Bailey*

- Model Asset Manager: Emerging Innovation

*David Easthope*

- Model Asset Manager: Core Transformation

### The Buyside and Risk Management

*Neil Katkov, PhD, Research Director, Celent*

Celent explores investment business priorities and risk dynamics in the buy side universe and considers the implications for investment and risk functions and technologies, including how to navigate digital technology to achieve alpha-oriented operations.

**1:15 pm**   **Networking Luncheon**

**Networking Luncheon**

**Networking Luncheon**





## 2:00 pm **Digitizing the Customer Experience: A New Framework**

*Karlyn Carnahan, Head of Americas Property & Casualty, Celent*

Learn about a new framework for a customer-centric approach and the digital ecosystem that is required to accompany it.

### **Model Insurer Awards Presentation: Operational Excellence, Innovation and Emerging Technologies**

Celent senior analysts continue their discussion of this year's winning initiatives.

*Colleen Risk*

- Operational Excellence

*Mike Fitzgerald*

- Innovation and Emerging Technologies

## **Model Bank Awards Presentation: Corporate and SME Banking and Legacy Transformation**

Celent senior analysts continue the presentation of award-winning initiatives.

*Patricia Hines*

- Most Promising Proof of Concept
- Commercial Account Onboarding
- Cash Management

*Alenka Grealish*

- Commercial Payments
- Trade Finance & Supply Chain
- Small Business Banking

*Stephen Greer*

- Data Infrastructure Modernization
- Core Banking Replatforming

*Craig Focardi*

- Modernizing IT Architecture
- Post-Merger Integration
- Lending

*Dan Latimore, Senior Vice President, Banking, Celent*

- Financial Wellness

## **Award Presentations: Model Asset Manager and Model Wealth Manager**

Join Celent analysts as they announce the winners of specific awards and discuss their initiatives.

*Ashley Globerman*

- Model Wealth Manager: Client Experience

*Kelley Byrnes*

- Model Wealth Manager: Emerging Innovation

*Will Trout*

- Model Wealth Manager: Platforms and Products

### **Data Swamp to Data Smart**

*Will Trout, Senior Analyst, Celent*

By demystifying data treatment and the application of AI technologies to capture information, this presentation offers a road map for rationalizing operational costs and jump-starting advisor efficiency.

### **API Monetization Schemes**

*Kelley Byrnes, Analyst, Celent*

We explore factors that have led to an increase in open APIs and API-powered platforms in wealth management. We focus on API monetization schemes available to wealth managers and fintechs.

## 3:00 pm **Model Insurer of the Year**

*Juan Mazzini, Senior Analyst, Celent*

Who will wear the crown this year? Don't miss the big reveal!

## **Model Bank of the Year**

*Daniel Latimore, Senior Vice President, Banking, Celent*

Who will walk away with this year's top honor? All will be revealed!

## **CRM and the Digital Client Experience**

*Ashley Globerman, Analyst, Celent*

Wealth managers are using digital technology to enrich advisor-client interaction. This session explores the components that make up a "good" digital client experience and how emerging technologies in CRM platforms can support flexible and customizable client journeys.

3:30 PM NETWORKING BREAK

4:00 PM CONSONANCE AND DISSONANCE

Our team of analysts will participate in three brief debates:

- Financial Institutions and Fintechs can/cannot work together  
[Mike Fitzgerald and Alenka Grealish](#)
- APIs will make/break financial services firms  
[Kelley Byrnes and Patricia Hines](#)
- Artificial Intelligence/Machine Learning will/will not transform financial services  
[Nicolas Michellod and Will Trout](#)

and will offer their perspectives on the state of innovation within the industry as well as where they see the industry moving over the next few years. Do they agree, or are their views of the future wildly different? You will hear their fearless prognostications of what the future holds and have the opportunity to chime in with your two cents. Be sure to take notes, because we will be checking in next year to see if they are on the beam or off the mark!

4:30 PM CLOSING REMARKS

[Craig Weber, CEO, Celent](#)

4:45 PM COCKTAIL RECEPTION AND RAFFLE GIVEAWAY

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# SPEAKERS

## KEYNOTE SPEAKER



### TODD SCHOFIELD

*Worldwide Industry Lead;  
Financial Services*  
[Apple, Inc.](#)

Todd is Apple's Worldwide Industry Lead for Financial Services, focused on business transformation through digitization and differentiated customer and employee experience. Prior to joining Apple, Todd was a Managing Director at Standard Chartered Bank, where he founded and ran the Bank's Enterprise Mobility Group and also its Silicon Valley Innovation Lab.

## CELENT SPEAKER



### CRAIG WEBER

*CEO*  
[Celent](#)

Craig leads a team of associates spread across North America, Europe, Latin America, and the Asia-Pacific region. He is a passionate advocate for sensibly creating business value through technology. Celent has grown significantly since Craig became CEO in 2012. In addition to maintaining the firm's traditional coverage of IT and business strategies, he added coverage of innovation and emerging technologies. Craig is frequently featured as a speaker and his comments on business and technology topics have appeared in *USA Today*, *The Chicago Tribune*, *AP Newswire*, *Best's Review*, *Business Insurance*, and *Technology Decisions*, and he has appeared on CNBC's *On the Money*.



## BANKING SPEAKERS



### DAN LATIMORE

*Senior Vice President, Banking*  
**Celent**

Daniel W. Latimore, CFA, is the Senior Vice President of Celent's Banking Group and is based in the firm's Boston office. Dan's areas of focus include consumer behavior, innovation, and technology-enabled strategy. Dan has been widely quoted in the press, including the *Boston Globe*, *CNBC* and *CNBC Europe*, and *American Banker*. He has been a frequent speaker at industry conferences and client presentations, having delivered addresses in more than a dozen countries to audiences ranging from intimate meetings with CEOs and central banks to keynote speeches to 800 people. He has held senior management positions in research groups at Deloitte and IBM, has worked in industry at Merrill Lynch and Liberty Mutual, and was a consultant at McKinsey & Co.



### ZILVINAS BAREISIS

*Senior Analyst, Payments*  
**Celent**

Zilvinas Bareisis is a Senior Analyst and is based in our London office. He researches and advises clients on consumer payments. He has a keen interest in payments innovation, and how the "perfect storm" of competitive (e.g. Fintech), regulatory (e.g. EMV, PSD2), and technology (e.g. digital, blockchain, Internet of Things) developments shapes consumer payments today and tomorrow. Zil has a global perspective with a particular emphasis on market developments in North America and Europe. Zil is a regular speaker, chairman, and panel moderator at the leading payments industry events. He has also been widely quoted in the press. He has over 20 years of experience advising senior executives at the leading financial institutions and their technology and service providers. Zil joined Celent from Oliver Wyman where as a management consultant he advised clients on a broad range of strategic issues.



### JANICE DINER

*Founder and CEO*  
**Horizn**

Janice Diner is the CEO and Founder of Horizn, launching the company 6 years ago with global technology brands. Her creative vision and determination led to the development of a self-funded, profitable, world-class SaaS company. Horizn is a growth stage company with a high-performance Knowledge Platform that operates globally aiding companies in over 40+ countries and 15 languages. The Horizn Knowledge platform helps financial institutions and technology companies dramatically accelerate digital and mobile adoption. Janice spent the early part of her career in leading Agency roles blending senior creative leadership with business technology. She is an award winning Creative Director, an accomplished speaker, a pioneer agency brand builder and was part of the original Canadian Facebook team. Janice served as an advisor at the MaRS Discovery District helping early stage tech companies commercialize, she is a board director for the SheEO and served as a judge for the Cannes Advertising Lions.



## CRAIG FOCARDI

*Senior Analyst, Corporate Banking*

[Celent](#)

Craig Focardi is a Senior Analyst and is based in our San Francisco office. Craig's coverage areas include digital lending strategy, market sizing, and technology selection across the credit lifecycle for all consumer credit products. His advisory engagements have included core lending and banking system vendor selection for financial institutions, market feasibility and go-to market assessments for technology vendors, and technology provider acquisition due diligence for FinTech investors. Craig is a frequent speaker and moderator at industry conferences. He has also written dozens of bylined articles. Craig began his career in economics and finance and marketing in the mortgage industry for lenders and IT vendors, including The Federal Home Loan Bank, The PMI Group, Wells Fargo, and CoreLogic. Craig then spent 16 years as a banking industry analyst at TowerGroup and CEB prior to joining Celent.



## ALENKA GREALISH

*Senior Analyst, Corporate Banking*

[Celent](#)

Alenka is a Senior Analyst and is based in our San Francisco office. She has over 20 years of consulting and research experience in the banking industry with deep expertise in payments, transaction banking, and commercial banking. Her research focuses on innovation in treasury management services, trade finance, working capital finance, and the implications for customer journeys across segments, including small business. Alenka has advised top banks on their business and technology strategies. Her consulting work has included the development of a growth strategy for the treasury management business of a leading North American bank, examination of cross-border growth opportunities in treasury management for a top European bank, and the identification and evaluation of opportunities to enable small to medium-sized businesses to automate their payment processes. Prior to rejoining Celent, she worked for The Boston Consulting Group, where she was the global segment manager for transaction banking and payments. She started her career as an associate economist at the Federal Reserve Bank of Chicago.



## STEPHEN GREER

*Senior Analyst, Banking*

[Celent](#)

Stephen Greer is a Senior Analyst and is based in New York City. He focuses on retail banking trends, with an emphasis on fintech startups, emerging technology, and digital transformation. He has worked with some of the largest banks in the US and around the globe to influence digital strategies and identify opportunities in the space. Prior to his current home in New York, Stephen was based out of Madrid, concentrating on issues related to banking across Europe. Stephen's recent consulting work includes: market entry strategy for a global financial services vendor, market opportunity assessment for large tier 1, and digital transformation strategic assessment for large tier 1 bank. Stephen has been a frequent speaker at large conferences as well as at industry roundtables and vendor events. He has been quoted in publications such as *Forbes*, *The San Francisco Chronicle*, *American Banker*, *Banking Exchange*, and others.



## BRYAN HERSKOVITS

*Director, Digital Activation*

[RBC Royal Bank](#)

In his current role, Bryan leads the strategic development and execution of the Digital Activation Strategy. His focus is on driving client and employee adoption of digital channels through a cross platform activation strategy. In this role, he helps to drive digital adoption of existing products, enables the RBC ecosystem to bring new digital products to market, while at the same time, exploring innovations that help blur the lines between Digital and Physical realities. He has an extensive background in innovation, including a prior role working in RBC's Technology and Operations' Applied Innovation team and the Cards and Payments' Innovation team. Bryan spearheaded North America's first Virtual Reality immersive banking experience, where RBC ranked the highest of any financial institution in PaymentsSource.com's rankings of Unconventional Loyalty Programs. Bryan has also worked in Personal and Commercial Banking Strategy and Strategic Performance Management, and as a Senior Personal & Commercial Account Manager for Health Care Banking.



## PATRICIA HINES

*Senior Analyst, Banking*

[Celent](#)

Patricia Hines, CTP, is a Senior Analyst and is based in Charlotte, North Carolina. Her areas of research include global transaction services and wholesale banking with a particular emphasis on treasury and cash management, corporate banking delivery channels, and trade and supply chain finance, along with commercial and small business lending. Patty has over 20 years of experience in financial services. Prior to Celent, she was a Research Director in Wholesale Banking at CEB TowerGroup, where she conducted primary research focused on industry trends, strategic business drivers, and technology solutions in commercial lending and small business services. She has also had positions at FleetBoston Financial, Wells Fargo, Citibank, MuleSoft, OpenText GXS, and S1 Corporation (now ACI Worldwide).



## GARETH LODGE

*Senior Analyst, Payments*

[Celent](#)

Gareth Lodge is a Senior Analyst and is based in our London office. His research focuses on payments. Gareth has been widely quoted in the media, including *Financial Times*, *BBC News*, *CNBC*, *Bloomberg*, *Computer Weekly*, *CardLine*, *Silicon*, *American Banker* and *European Card Review*. He is a frequent speaker at such events as SIBOS, EBADay, NACHA Payments, and the Global Payments Forum. Prior to Celent, Gareth worked for Secura Monde International, where he was a Senior Consultant. Prior to that, he was a Regional Research Director of European payments at CEB TowerGroup. He has also worked in corporate strategy at VocaLink Ltd., been an Information Manager at The Technology Exchange Ltd., and was a Senior Researcher at Disclosure First Contact.





## JOAN MCGOWAN

Senior Analyst, Risk

Celent

Joan McGowan is a Senior Analyst and is based in Atlanta, Georgia. Her research focus is on risk management, regulatory compliance, data security, and data analytics, with a concentration on disruptive technologies for risk transparency and data visualization. She brings a “risk-reward” perspective to strategic decision-making. Joan has over 15 years of experience with technology and growth strategies for global financial markets. She has worked as a Senior Strategist with the leading financial service technology providers FIS Global, Fiserv, and FICO, serving global, international, regional, and midsize banks and credit unions. Prior to that, Joan was a Researcher for *BBC North News*, and a Managing Editor for *The Economist Group*.



## BOB MEARA

Senior Analyst, Banking

Celent

Bob Meara is a Senior Analyst and is based in Atlanta, Georgia. His research focuses on the branch and ATM delivery channels, customer analytics and check and cash payment processing technologies. A well-known authority on remote deposit capture, Bob has led multiple consulting engagements, including several proprietary research projects involving financial services hardware, software and the impact of self-service on branch banking. Before joining Celent, Bob was the Director of Product Marketing at Alogent. In this role, he positioned and launched a series of Check 21 payments solutions. Prior to Alogent, Bob also held positions at Stonebridge Technologies, Telemate.net Software, BellSouth, Hayes Corporation, and Procter & Gamble in addition to being a commissioned naval officer.

## INSURANCE SPEAKERS



## JAMIE MACGREGOR

Senior Vice President, Insurance

Celent

Jamie Macgregor is Senior Vice President for Celent’s insurance practice and is based in our London office. Within Celent, Jamie has led the development of Celent’s innovation framework and has been a major contributor to shaping Celent’s global insurance agenda. Jamie’s research focuses on IT strategy and the technology challenges facing the European life and pensions market, contributing to the debate around core systems replacement, BPO strategies, the impact of regulation, and, more recently, innovation management. Jamie’s career spans over 18 years in both management consulting and the insurance industry. While in industry, Jamie performed a number of key lead IT/Business interface roles, such as Head of IT Strategy for AXA UK & Ireland, and led change delivery at both AIG and Zurich Financial Services.



## CRAIG BEATTIE

*Senior Analyst, Insurance*

[Celent](#)

Craig Beattie is a Senior Analyst and is based in our London office. He brings extensive experience in the use of enterprise architecture and applications architecture practices in the insurance industry, working with and within insurers. Craig has advised insurers on IT strategy, legacy modernization, insurance vendor analysis and enterprise architecture topics, principally in the EMEA region. Since joining Celent, he has been a speaker at industry events in North America and London, as well as Celent events in Europe. He has spoken on topics such as the influence of mobile on the industry, the use of social networks by insurers and how the evolving use of the Internet, data and IoT will influence insurance in the future. Recent consulting clients have engaged Craig for policy administration vendor analyses, market entry strategies, and product messaging work for insurance vendors. Prior to joining Celent, Craig was an applications architect with Royal Bank of Scotland Group's Strategy and Architecture team, working extensively with RBS Insurance.



## KARLYN CARNAHAN

*Head of Americas, Property & Casualty Research, Insurance*

[Celent](#)

Karlyn Carnahan leads Celent's Property & Casualty research across the Americas and is based in San Francisco. She focuses on issues related to digital transformation. She's particularly interested in shifting distribution channels, new ways of enabling and managing channels, underwriting transformation and new products, improving claims, and transforming the customer experience. Karlyn is the lead analyst for questions related to distribution management, underwriting and claims, core systems, and operational excellence. Karlyn's consulting experience includes numerous systems selection projects across policy admin, billing, claims, loss control, CRM, and other core systems. She has also completed multiple IT organizational assessments, primary market research of insurance agents for carriers, marketing and product roadmap strategies for multiple software vendors and other strategic projects for carriers primarily related to marketing, underwriting and claims. She is frequently asked to present at industry events.



## MIKE FITZGERALD

*Senior Analyst, Insurance*

[Celent](#)

Mike Fitzgerald is a Senior Analyst with Celent's Insurance practice based in Cary, North Carolina. His career includes leadership positions in property/casualty automation, operations management and insurance product development. Mike's research focuses on innovation, billing, business process and operations, social media, and distribution management. Mike brings extensive industry experience to the analyst role. Prior to joining Celent, he was Vice President of Enterprise Underwriting solutions at Zurich North America, where he led the evaluation of technology alternatives to support a new underwriting product development process. He held a number of positions at Royal & Sun Alliance. His technology implementation experience includes the installation and maintenance of billing, automobile policy administration, and workers compensation automation.



## DONALD LIGHT

*Director, Americas, Property/Casualty Practice*

**Celent**

Donald Light is the Director of Celent's Americas Property/Casualty Insurance Practice. His research and consulting focuses on: technology and business strategy, policy administration, underwriting, claims, reinsurance, and risk analytics. His recent consulting work includes: developing a strategic IT plan for a specialty insurer, vendor selection advisory work for rating, policy administration, and claims; a build vs. buy analysis for core systems; and several due diligence projects for acquisitions. Donald has been widely quoted in the press and media, including *The Wall Street Journal*, *The New York Times*, *Financial Times*, *The Economist*, NBC and CBS Evening News, CNBC, and National Public Radio. Prior to joining Celent, Donald was an insurance subject matter expert with Sapient.



## JUAN MAZZINI

*Senior Analyst, Insurance*

**Celent**

Juan Mazzini is a Senior Analyst and is based in Miami, Florida. Responsible for driving research and providing advisory to C-level executives in the financial services industry in themes such as fintech, insurtech, innovation, emerging technology and business transformation. His work includes advising firms based in North America, Latin America, Europe and Asia-Pacific. Juan's career spans more than 25 years in the insurance and banking IT industries. He is a frequent speaker at industry events, contributor to many conferences, and evaluator for technology competitions. He has also mentoring experience in diverse industries. Prior to joining Celent, Juan was Corporate Vice President at Sistran, where he directly contributed to expanding its presence throughout 14 countries, including the US and key Latin American markets of Mexico, Brazil, Argentina, Colombia, Central America, and the Caribbean. He brings a deep understanding of core and noncore systems projects and operational business models.



## NICOLAS MICHELLOD

*Senior Analyst, Insurance*

**Celent**

Nicolas is a Senior Analyst and is based in Zurich, Switzerland. His research concentrates on continental European insurance markets with a specific focus on continental Europe and insurance systems including life policy administration, customer communication management, predictive analytics and data technology providers. Since joining Celent, Nicolas has advised multiple insurance companies and vendors on IT and business strategies including strategic IT programme alignment, partnership evaluation, conceptualization of cross-country system implementations, and IT vendor selection and strategy. Nicolas started his career in the financial industry with Credit Suisse. He moved to the insurance sector, taking over a management position at UNIQA, the Swiss subsidiary of the second largest Austrian insurance company. He eventually became part-time CEO of the Swiss entity and moved to the UNIQA Group headquarters in Vienna, Austria. There he led projects for the international entity of the group in various Eastern European countries.





## KAREN MONKS

*Senior Analyst, Insurance*

[Celent](#)

Karen Monks is a Senior Analyst in Celent's North American insurance practice and is based in Richmond, Virginia. She brings a broad range of insurance and consulting experience to her work; she has worked as a management consultant to and within insurance carriers and other financial services companies for over 20 years. Karen's focus is life insurance technology and trends. Her research concentrates on life, all aspects of life insurance processing including illustrations, eApplications and eSignature, new business and underwriting systems, policy administration systems, claims systems, and digital enablement technologies. Past consulting projects include a vendor product strategy review, life claims system benchmarking project, a marketing and distribution management systems review, an eApplication cost analysis, plus several small life insurance technology analyses. In addition to her analyst duties, Karen heads Celent's Knowledge Management team, which leads our largest research initiatives, particularly our ABCD Vendor assessments across all practices.



## COLLEEN RISK

*Senior Analyst, Insurance*

[Celent](#)

Colleen Risk is a Senior Analyst in Celent's Insurance practice and is based in our Chicago office. She focuses on life insurance business architecture, new business acquisition and underwriting, and large transformation program change management. Colleen has diverse consulting experience including building and managing a business process outsourcing operation for a top reinsurer, commercializing a black box underwriting algorithm, performing end-to-end technology assessments, evaluating software for vendor selection, integrating and designing straight-through new business acquisition processing, and modernizing legacy policy administration systems. Colleen's career began at PALLM, where she was a developer. She was also Chief Operations Officer at Vector Technologies, LLC and Vector Insurance Services. Prior to joining Celent, Colleen worked at Majesco Mastek and was also an independent consultant.



## JAMIE ROSER

*Chief Information Officer*

[Berkshire Hathaway Specialty Insurance](#)

Jamie Roser is Chief Information Officer at Berkshire Hathaway Specialty Insurance. He started his career in 1985 as a Programmer/Analyst at Travelers Insurance, and later served as an Associate Partner within Accenture's insurance practice. Most recently, he was Chief Information Officer at Alterra Capital. Roser earned a Bachelor of Arts in Computer Science and Math from Colgate University and a Master's in Business Administration from Rensselaer Polytechnic Institute. BHSI started out of a single office in Boston in 2013 and now has operations in 11 countries, offering more than 100 commercial insurance products. The IT organization's strategic priorities include providing BHSI with a loss-ratio advantage, among the lowest IT costs in the industry, and clear operational efficiencies. BHSI has partnered with a few select firms to help create a global platform and achieve these strategic priorities.



## EUGENE VAN BIERT

*Chief Revenue Officer*

[Duck Creek Technologies](#)

As Duck Creek's Chief Revenue Officer, Eugene Van Biert is responsible for sales and global revenue generation, defining, and executing growth strategies that deliver significant value to all stakeholders. Prior to joining Duck Creek Technologies, he helped increase annual sales from \$19 million USD in 2001 to more than \$400 million USD in 2014 at Skillsoft, the global leader in enterprise e-learning and human capital management, where he spent 15 years in sales and marketing leadership roles and general management. In addition to total P&L responsibility and accountability for delivering to the business unit's operating plan, Eugene provided strategic direction for the growth of the business, its competitive advantage, and long-term strategic position as a global provider of compliance training solutions.

## WEALTH AND ASSET MANAGEMENT SPEAKERS



## DAVID EASTHOPE

*Senior Vice President, Securities & Investments*

[Celent](#)

David Easthope is the Senior Vice President of Celent's Securities & Investments practice and is based in San Francisco. His expertise lies in electronic trading, market venues, and market structure. David's research focuses on themes of strategic importance in the capital markets sector, including the evolution of market structure, the development of advanced and algorithmic trading, and innovations in both software and services. His recent consulting work involves advising clients on developing advanced trading platforms and new market venues. He has also advised strategic and private equity investors on innovation and trends to help them make more informed investment decisions in the capital markets arena. David has been widely referenced in the press, including *Bloomberg*, *Financial Times*, and *CNBC*.



## BRAD BAILEY

*Research Director, Capital Markets*

[Celent](#)

Brad Bailey is a Research Director and is based in the firm's New York office. He is an expert in electronic trading of equities, foreign exchange derivatives, credit, rates, and futures. His research focus is on emerging technology and trading technology across asset classes. Brad has more than 20 years of Wall Street industry experience in trading, technology, sales, strategy, analysis, and consulting. A noted thought leader, he is quoted in the industry and general press, including: *WSJ*, *Financial Times*, *Bloomberg Business Week*, and *Forbes*, as well as radio and TV. Prior to Celent, he spent nearly seven years at KCG Holdings (formerly Knight Capital) as the Director of Business Development and Corporate Strategy.



### KELLEY BYRNES

*Analyst, Wealth and Asset Management*

**Celent**

Kelley Byrnes is an Analyst with Celent's Wealth Management practice and is based in our New York office. Kelley has worked on strategic planning for advisor-facing technology and on fixed income trading desks. Kelley also has experience in sales and partnerships, driving channel strategy, regulation, and technical projects for financial institutions. Prior to joining Celent, Kelley was a director at Barclay Investments. She also held positions at Bank of America Merrill Lynch, as an assistant vice president in the wealth management practice and as an analyst on the fixed income institutional sales desk.



### ASHLEY GLOBERMAN

*Analyst, Wealth and Asset Management*

**Celent**

Ashley Globerman is an Analyst and is based in the firm's London office. Her research spans the North American and European wealth management markets with a focus on digital strategies and innovation for the self-directed and retail brokerage segments. Ashley's research also covers wealth management vendor solutions and customer/generational market segmentation models. Ashley has been quoted in a number of trade publications, including: *Yahoo Finance*, *FTSE Global Markets*, *IBS intelligence*, *Chartered Banker*, *eFinancialNews*, *Finextra*, *Private Asset Management (PAM)* magazine, and *WealthBriefing.com*. Prior to joining Celent, Ashley was based in New York and worked for Credit Suisse Asset Management on the institutional sales and consultant coverage teams for North America.



### NEIL KATKOV, PHD

*Research Director, Risk Management and Compliance*

**Celent**

Neil Katkov, PhD, oversees the Risk Management and Compliance space at Celent and is based in San Francisco. His expertise focuses on financial crime, anti-money laundering (AML) and know-your-customer (KYC) compliance, AML/KYC technology, and regtech. Neil initiated Celent's influential research on AML compliance and technology in 2002. He regularly advises leading financial institutions and technology vendors on their business, technology, and compliance strategies. His advisory engagements have included vendor selection for financial institutions, market feasibility studies for financial institutions and technology vendors, and strategic due diligence on a number of the leading compliance vendors. Neil has been widely quoted in the press and is a popular speaker at conferences. Neil previously launched and managed Celent's presence in Asia for 15 years and helped establish Celent's market-leading position in Japan.



## WILL TROUT

*Senior Analyst, Wealth and Asset Management*

Celent

William Trout is a Senior Analyst and is based in Houston, Texas. His research centers on technology strategy and innovation in the securities, wealth management, and banking industries. He has particular expertise in customer experience, data analytics, segmentation, remote delivery models, and pricing and product design. Within the wealth management arena, his interests include financial planning, investment advisory, retail brokerage, and trust. Prior to joining Celent, William was head of product and segment development for affluent and high net worth customers within BBVA Compass, as well as a member of the BBVA Group's global Private Banking management team.

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# 2018 MODEL BANK WINNERS



AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Best Digital Bank</b>	<b>DBS digibank, India</b>	Launching Digibank Powered by KAI from Kasisto	DBS Bank launched an entirely new digital bank, digibank, across India, Singapore, and Indonesia. It was the first of its kind and offers modern functionality like 90-second account opening, wealth management, payments, and PFM. A foundational element of the bank is the conversational AI-enabled virtual assistant from Kasisto, allowing users to answer more than 10,000 different inquiries.
<b>Cards Innovation</b>	<b>Capital One, USA</b>	Fraud Unlock	Fraud Unlock allows customers who have had fraud on their card to continue to use their plastic without increasing the risk of fraud by “unlocking the card” for transactions for a limited time.
<b>Cash Management</b>	<b>Credit Suisse, Switzerland</b>	Direct Business Multibanking Cashmanagement	Multibanking Cashmanagement aggregates account details and information from multiple institutions in Switzerland and abroad, featuring self-service onboarding and flexible display options.
<b>Commercial Account Onboarding</b>	<b>HSBC, UK</b>	CoreDocs: Digital Transformation of Global Business Onboarding	Digitization and replacement of complex, paper-based onboarding and KYC process for relationship-managed commercial clients across 26 countries. HSBC CoreDocs allows the bank to seamlessly onboard clients across all its customer-facing channels by providing the same consistent application form with prepopulated fields and voice of the customer feedback.
<b>Commercial Payments</b>	<b>Axis Bank, India</b>	Remittances Powered by Blockchain-Based Technology	Real-time, cross-border retail and commercial remittances with timing and pricing transparency.
<b>Consumer Account Onboarding</b>	<b>Chime, USA</b>	Implementing a Top-of-Wallet Bill Switch Strategy via Open Banking	Chime utilizes the Q2 CardSwap technology to make it easy for newly onboarded members to switch payments for popular subscription services (such as Amazon, Netflix, Hulu, and others) over to their Chime debit cards using a single workflow.
<b>Consumer Channel Innovation</b>	<b>Banco Davivienda, Colombia</b>	Tecla de la Casita Roja (The Key to the Little Red House)	Banco Davivienda launched DaviPlata in 2011, a digital wallet aimed at serving underserved consumers. Since then, it has grown to include smartphone features aimed at a much larger target demographic. The bank decided to enable DaviPlata with PayKey, a payments widget that sits on the native smartphone keyboard. This allows consumers to check their balance and make payments through the bank, directly from any social media or messaging application.



AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Consumer Payments</b>	<b>CaixaBank, Spain</b>	CaixaBank Pay	CaixaBank aims to offer all the payment options in just one app which is free for clients and easy to use. CaixaBank Pay lets clients send money directly to contacts without paying any fees and having to know the IBAN number of the addressee.
<b>Core Banking Replatforming</b>	<b>Zions Bank, USA</b>	FutureCore: Zions Core Platform Migration to TCS BaNCS	Zions decided to simplify and modernize its operating and technology infrastructure by transforming its legacy core loan and deposit systems, which had been customized for each of its affiliates, into a single core platform: TCS BaNCS. It's a large and complex implementation by an international vendor in the US, and indicative of the changing attitude in the US toward international solutions. The bank is presently live with consumer lending; the commercial lending phase is scheduled to go live in 2019; and, the final deposits phase thereafter.
<b>Customer Engagement</b>	<b>Commonwealth Bank of Australia, Australia</b>	Customer Engagement Engine (CEE)	CBA's program facilitated a shift away from product and campaign-based marketing to deliver customer journeys powered by data insights applied in real time and at scale. Every customer engagement – whether online, mobile, call centre, ATM, or branch – triggers a call into the CEE which renders a “next best conversation” recommendation in 150 to 300 milliseconds.
<b>Data Infrastructure Modernization</b>	<b>SunTrust Bank, USA</b>	Data Infrastructure Modernization	SunTrust went through an extensive modernization effort to transform its legacy Client Information System and establish an enterprise data lake. The bank has been able to drastically reduce the effort needed to run analytics, react to regulatory audits or reporting changes, and leverage next-generation technologies like machine learning and AI.
<b>Employee Productivity</b>	<b>RBC, Canada</b>	Digital Activation Strategy	Beginning in 2015, RBC launched a comprehensive initiative designed to quickly increase internal and external (customer) digital activation. The three-part strategy consisted of 1) an agile approach to accelerate development of digital capabilities, 2) a gamified learning platform for internal and external development of digital fluency, and 3) a network of volunteer Digital Navigators to provide a human touch to digital advocacy helping to ensure RBC stays focused on building the client relationship as it becomes more digitally directed.
<b>Financial Inclusion</b>	<b>Banco del Estado de Chile, Chile</b>	PagoRUT	BancoEstado is a state-owned bank, with a clear goal of financial inclusion. PagoRUT is an extremely popular mobile app that allows customers to send and receive payments for free, both in-person and remotely.



AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Financial Wellness</b>	<b>MoneyLion, USA</b>	Non-bank Mobile Platform Using State of the Art Techniques to Help Members Build Financial Health	MoneyLion utilizes AI to give customers a comprehensive view into their financial lives when they connect their financial accounts to the app. Combining with data from the credit profile, MoneyLion makes personalized recommendations to improve savings, build credit, and help consumers make better financial decisions.
<b>Fraud Management &amp; Cybersecurity</b>	<b>DenizBank, Turkey</b>	AI Detection of Internal Fraud	DenizBank moved from ineffective passive detection methods of internal fraud to the use of advanced analytic modelling for the early detection of insider threats.
<b>Identity Management</b>	<b>Sumitomo Mitsui FG, Japan</b>	Authentication Platform as a Service	SMFG partnered with Daon and NTT Data to establish a new fintech joint venture, Polarify. It is a biometric authentication platform as a service, which enables users to log in to different applications via multiple biometric modalities, such as fingerprint, face and voice.
<b>Lending</b>	<b>Majid Al Futaim Finance, UAE</b>	Enterprise Transformation for Instant, In-Store Issuance of Credit Cards	MAF Finance built an automated credit card and consumer loan underwriting system that provides instant approval, issuance, and activation of a plastic credit card in 15 minutes, including identity verification, credit bureau-based credit evaluation and scoring, and onsite card printing.
<b>Modernizing IT Architecture</b>	<b>Intesa SanPaolo, Italy</b>	Modernizing IT Architecture to Digitise the Bank	Intesa Sanpaolo is one of the first global top 50 banks to rebuild its IT architecture to further digitize its customer-facing and back office operations. Its componentized, loosely coupled New Banking Platform supports open banking technologies (APIs, cloud, and mobile) and enables faster updates to products and services.
<b>Most Promising Proof of Concept</b>	<b>HSBC UK and first direct, a Division of HSBC UK</b>	Connected Money from HSBC and artha by first direct	Facing competition from nonbank account aggregators, HSBC UK created financial management apps for two of its bank brands. Connected Money from HSBC offers a range of innovative new features that give customers more control over their money. artha by first direct embraces the new world of Open Banking by delivering Marketplace Banking.
<b>Payments Replatforming</b>	<b>Allied Irish Bank, Ireland</b>	Payments Transformation Programme	AIB implemented a simple, efficient, and modern architecture with one consolidated payment engine processing all payment types making it simpler to support, cheaper/faster to implement change and strategically position the bank to take advantage of new payment initiatives.



AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Personal Financial Experience</b>	<b>RBC, Canada</b>	NOMI	RBC is the first bank in Canada, and among a handful globally, to launch a mass scale artificial intelligence (AI)-based digital service that offers insights about clients' financial needs. RBC is also among the first to launch a fully automated AI-based savings solution. NOMI Insights provides personalized, timely, and relevant insights to help clients manage their day-to-day finances on the go through the RBC Mobile app. NOMI Find & Save uses predictive technology to identify money in a client's cash flow that can be automatically saved.
<b>Post-Merger Integration</b>	<b>State Bank of India, India</b>	Post-Merger Integration	The State Bank of India merged its technology, operations, branches, staff, and processes with that of its five associate banks and Bhartiya Mahila Bank. This is the largest known merger integration in the world based on number of employees, customers, and branches. The six mergers were completed during an eight-week period with little or no disruption to systems or customer engagement, and led to permanent improvements in organizational and cost efficiency.
<b>Risk Management</b>	<b>Camden National Bank, USA</b>	Preparing for CECL	Like many banks, Camden National calculates its monthly allowance for loan and lease losses (ALLL) in complex Excel-based models. The bank recognized the process was highly inefficient and inadequate for the new Current Expected Credit Losses (CECL) accounting standard and anticipated regulatory scrutiny. Camden National implemented a web-based ALLL solution and CECL methodology that has maximized accounting efficiencies and minimized regulatory and audit risk.
<b>Small Business Banking</b>	<b>mBank, Poland</b>	mAccountant	mAccountant is an automated accounting system fully integrated into mBank's online banking. It provides automated bookkeeping, tax calculations, and contextual assistance for SMEs using machine learning and knowledge work automation.
<b>Trade Finance &amp; Supply Chain</b>	<b>India Trade Connect, India</b>	India Trade Connect	Blockchain-based domestic trade finance network, enabling automation and transparency, and improving risk mitigation in domestic trade and supply chain finance operations.



# 2018 MODEL INSURER WINNERS



AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Legacy and Ecosystem Transformation</b>	<b>AIG Canada, Canada</b>	Rapid Core Replacement Drives Major Efficiency and Customer Experience Improvement	Core system transformation project involving a new platform implementation including rating, underwriting, policy administration, and billing replacement.
	<b>Anadolu Hayat Emeklilik, Turkey</b>	Feniks	Major companywide project to transform Anadolu Hayat Emeklilik's core business processes (product development, policy administration, billings and collections, claims handling, etc.).
	<b>Integra Insurance Solutions, UK</b>	Legacy Transformation for the Future	Legacy policy, billing and claims administration system replacement due to go out of contract.
	<b>Northbridge Financial Corporation, USA</b>	Program Genesis	Five-year, strategic IT business transformation program to integrate and consolidate disparate systems from four Northbridge insurance companies.
<b>Data, Analytics, and Ai</b>	<b>Cattolica Assicurazioni, Italy</b>	A.D.E. - Automatic Damage Estimation	Automatic car's damage estimation through processing claims photos by an artificial intelligence engine.
	<b>IndiaFirst Life Insurance, India</b>	Surrender prediction, product recommendations engine and cross-sell model	Reduces policy surrender numbers through better identification of customer-initiated incidents and by following up with targeted campaigns. Product recommendations enable fitting sales pitches and promoting optimal selling propositions. Models to improve cross-selling of insurance to the largely untapped and underpenetrated customer base of the Bank of Baroda.
	<b>Markerstudy Group, UK</b>	AI Platform for Customer Acquisition and Retention	Optimizing customer acquisition and retention for Markerstudy's Retail insurance business.
	<b>Munich Re America, USA</b>	Smart Mobility Loss Analysis Tool	Identifies the core causes of loss of road crashes through both predictive and prescribed analytic techniques and addresses the loss drivers through technology and risk management solutions.
	<b>Taikang Insurance Group, China</b>	Customer Identity Verification Platform (CIVP)	Biological feature-based customer identity verification platform that supports decision-making processes (underwriting, claims, etc.).
<b>Digital and Omnichannel</b>	<b>Acuity Insurance, USA</b>	Acuity Customer Quoting – Commercial Lines	Commercial Lines Customer Quoting system providing choice in a true omnichannel experience and more than a sales lead to independent agents.

AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Digital and Omnichannel</b> (continued)	<b>Chubb, USA</b>	Chubb Small Commercial Marketplace <sup>SM</sup>	Offers a single, easy-to-use, and highly intuitive platform to independent agencies of Chubb Small Commercial Insurance to provide fully streamlined automation for the submit-quote-issue-renew business transaction cycle.
	<b>IndiaFirst Life Insurance, India</b>	IndiaFirst Insurance Sales Platform	Empowers IndiaFirst Life's salesforce with a simple and easy-to-use smart sales platform, bringing automation to the end-to-end sales process.
	<b>Pinnacol Assurance – Cake, USA</b>	Cake   Workers' comp made easy	Creates an experience that allows customers to buy and manage a workers' compensation policy faster and more easily.
	<b>Sompo Japan Sigorta, Turkey</b>	Ejento Mobile Agency Application	Mobile application that enables agents to execute insurance transactions directly.
<b>Innovation</b>	<b>AIG Canada, Canada</b>	Travel Guard on Demand	Usage-based insurance app that provides protection and assistance for travelers, simply by activating their coverage starting from the moment they leave their home province until the moment they return.
	<b>Discovery Insure, South Africa</b>	Vitalitydrive smartphone program	Smartphone telematics program offering compelling rewards for driving safely to reduce the chances of being in an accident.
	<b>Ladder, USA</b>	Smart life insurance	Life insurance built to be instant, simple, and smart, offering direct-to-consumer, term life insurance online that can adjust with customers as their lives evolve.
	<b>Slice Labs, USA</b>	Slice On-Demand Insurance	On-demand insurance for the on-demand economy, with insurance sold on a per-use basis for the slice of time on-demand workers operate as a business.
<b>Operational Excellence</b>	<b>AIG Korea, South Korea</b>	Miraero	Enterprisewide operating model shift and delivery of a fully integrated technology platform supporting various lines of business including annuity, health, personal, and commercial lines.
	<b>American Modern Insurance Group, USA</b>	Operation optimization through process reengineering and Robotic Process Automation (RPA)	Automation of repetitive business rule-driven processes that do not require human decision-making in execution and of significant volume and regular frequency.
	<b>Bajaj Allianz General Insurance Company, India</b>	Wolf of Park Street	Insurance sales simulation that combines learning, social, and gaming mechanics to demystify insurance for everybody.
	<b>VitalityLife, UK</b>	Rewriting the rules of underwriting	Introduction of a new team of Vitality nurses, equipped with iPad-based medical evidence analyzers to conduct the initial medical screening at the client's home.

# 2018 MODEL ASSET MANAGER WINNERS



AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Operations and Risk</b>	<b>Brandes Investment Partners, L.P.</b>	Creating Content through Technology Transformation	Brandes moved its content management process from a heavily manual workflow that relied on IT involvement for any changes to a seamless process that improved accuracy and reduced compliance risk. This was accomplished by implementing a content management architecture that coupled a configurable front-end application with an enterprise data warehouse callable through APIs.
<b>Core Transformation</b>	<b>ProShare Advisors</b>	Investment Book of Record System ("IBOR") Implementation	The implementation of an Investment Book of Record System ("IBOR") is a critical component of the infrastructure of ProShares' organization. The goals of their IBOR system were to provide the organization and its operations with the ability to increase efficiencies, reduce risks and extend the operational capacity of the firm. A successful portfolio management platform will require the following key features: an IBOR platform, clear segregation of duties between portfolio management and portfolio operations, industry standard processes and strong reconciliation capabilities. This transformational project addressed all three goals of increasing efficiency, reducing risk and extending the operational capacity.
<b>Emerging Innovation</b>	<b>Deutsche Asset Management</b>	Deutsche Bauhaus – Deutsche Asset Management Platform with a unique design language, for a compelling customer experience	With the support of HCL Technologies, Deutsche Bank set up an exclusive team, 'Deutsche Bauhaus' to create a platform with a unique design language, exclusive to Deutsche Bank. The new platform incorporates agile delivery and the latest advanced open source technologies. It also introduces AI and Robotics. The Design Language is inspired from the original Bauhaus design school in Germany, and has 6 principles which guide all the design patterns and visual designs implemented in the client facing applications. Several applications, built on the platform, are now in production for Asset and Wealth Management clients, e.g. RoboAdvisor in Germany and eBanking in Asia. Also several employee applications, e.g. Group Treasury Liquidity Management, have been released internally, providing the end user unmatched ease and engagement while saving the bank considerable time and effort.

# 2018 MODEL WEALTH MANAGER WINNERS



AWARD	WINNER	INITIATIVE	SYNOPSIS
<b>Client Experience</b>	<b>Charles Schwab</b>	Schwab Intelligent Advisory™	<p>Schwab Intelligent Advisory™ is changing the way people invest by offering a unique and powerful blend of personalized financial planning and advanced technology. This modern approach to wealth management is designed to meet a wide range of investor needs and preferences by breaking down barriers with a combination of scalable technology, personal relationships and exceptional service at a very low cost. Clients use the intuitive online planning tool to create a holistic financial plan tailored to their goals and lifestyle from comfort of their own home with the added expertise and advice from a CERTIFIED FINANCIAL PLANNER™ professional. Schwab Intelligent Advisory™ makes it simple for clients to check in on their plan and progress towards goals, get unlimited access to a CFP, or view performance of their fully-automated, diversified portfolios through an easy-to-use digital dashboard.</p> <p>Charles Schwab is democratizing financial planning by making it easier and more affordable to get and maintain a plan. Schwab Intelligent Advisory™ is consistent with Schwab's heritage of removing barriers to successful investing, disrupting and challenging the status quo on behalf of investors, and looking for ways to offer clients more value and a better experience.</p>
<b>Products and Platforms</b>	<b>Citizens Investment Services®, a division of Citizens Bank Wealth Management</b>	SpeciFi from Citizens Investment Services <sup>SM</sup>	<p>SpeciFi®, a first-of-its-kind digital investment advisory service launched by a US retail bank, is powered by technology firm SigFig Wealth Management (SigFig) and a leading third-party clearing company. The service delivers a sophisticated investment advice proposition to the bank's core mass affluent and affluent segments, and represents a milestone in the bank's digital transformation.</p>
<b>Emerging Innovation</b>	<b>UBS Group AG</b>	Digital Wealth Passport	<p>The Digital Wealth Passport (DWP) provides clients with the offering of a secure digital passport / digital identity (Blockchain empowered) that captures Know Your Client (KYC) information and related certified documents, allowing optimized on-boarding and ongoing due diligence experiences with UBS but also with other partners, i.e. regulators, insurers, telecommunication providers, etc. Clients are in a position to (co-) own their data and use it with partners as they best see fit while being supported by UBS.</p>



# ABOUT CELENT

Celent is a research and advisory firm dedicated to helping financial institutions formulate comprehensive business and technology strategies. Celent publishes reports identifying trends and best practices in financial services technology and conducts consulting engagements for financial institutions looking to use technology to enhance existing business processes or launch new business strategies. With a team of internationally based analysts, Celent is uniquely positioned to offer strategic advice and market insights on a global basis. Celent is a member of the Oliver Wyman Group, which is a wholly owned subsidiary of Marsh & McLennan Companies [NYSE: MMC].

## FACTS

- We have research practices on 4 continents.
- We have 36 analysts in 5 countries.
- Our analysts speak 10 languages.
- We published 200+ reports in the last 12 months.
- We have clients based in 34 countries.

## RESEARCH

Celent's research clients receive access to all of the research reports published within their service. They also receive direct, unlimited access to the analysts who write the reports. We focus almost exclusively on critical, highly-verticalized topics.

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- Corporate Banking
- Life Insurance
- P/C Insurance
- Retail and Business Banking
- Risk Management and Compliance
- Wealth and Asset Management

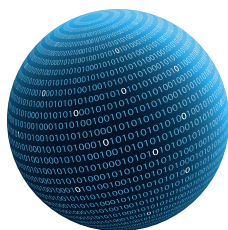
## CONSULTING

At Celent, our strategy consultants and research analysts are one and the same. Our analysts are strategically positioned around the world in global financial centers, giving them firsthand experience in a variety of markets. This immersion in the market, along with the deep knowledge gained from their ongoing research, allows us to complete projects in considerably less time than traditional consulting firms. Furthermore, our affiliation with Oliver Wyman gives us access to a wealth of specialized information we can use for your benefit.

For more information, go to **[www.celent.com](http://www.celent.com)** or contact **Ken Kilduff** at **[kkilduff@celent.com](mailto:kkilduff@celent.com)**, **+1.617.262.3128** (banking), **Andy Renzella** at **[arenzella@celent.com](mailto:arenzella@celent.com)**, **+1.617.262.3124** (wealth and asset management), or **Chuck Smith** at **[csmith@celent.com](mailto:csmith@celent.com)**, **+1.617.262.3125** (insurance)

# CELENT RESEARCH THEMES

At Celent, we take pride in bringing you our independent insights from around the globe. Our analysts focus on seven practice areas (Capital Markets, Corporate Banking, Life Insurance, P/C Insurance, Retail and Business Banking, Risk Management and Compliance, and Wealth and Asset Management), across a number of regions, because we believe each segment has its own context and faces unique challenges. However, we have developed a way to help you navigate our research content more easily. We call them our research themes. These three themes are the unifying threads across all Celent coverage. They represent a high-level map of the critical challenges faced every day, by those involved in the financial services industry. The themes are:



## DIGITAL AND OMNICHANNEL

The move from the physical world to the virtual world, from person-to-person interactions to person-to-machine or machine-to-machine interactions, presents enormous challenges, as well as exciting opportunities. Integrating disparate delivery channels will be critical to satisfying ever-increasing customer expectations.



## INNOVATION AND EMERGING TECHNOLOGIES

Innovation may be thought of as fundamental changes to products, services, or business models that alter performance trade-offs such as cost and quality. New hardware, software, and network models being promoted by both traditional and nontraditional competitors could drive dramatic changes.



## LEGACY AND ECOSYSTEM TRANSFORMATION

Legacy technology, organizational structures, and culture are often obstacles to high performance. We believe that effective transformation of these elements, revitalizing the “ecosystem” in which customers, colleagues, and counterparties can thrive, is essential.

For more information, visit [www.celent.com](http://www.celent.com).

# RECENT RESEARCH



## DIGITAL AND OMNICHANNEL

Customer Communication Dynamics in Insurance: Deals, Functionality, and Technology

*Nicolas Michellod*

Designing the Digital Wealth Management Client Experience: Emerging Technologies and Client Expectations

*Ashley Globerman*

Meeting the FinTech Challenge in Digital Consumer Lending: Strategies and Technologies for Innovation

*Craig Focardi*



## INNOVATION AND EMERGING TECHNOLOGIES

APIs in Banking: Four Approaches to Unlocking Business Value

*Patricia Hines*

Insurance Innovation Outlook 2018: Practitioners' Predictions

*Michael Fitzgerald*

A New Take on Data: From Information Capture to Advisor-Driven Efficiency

*Will Trout*

Stronger Together: The Bank Imperative for Cyberthreat Intelligence Sharing

*Joan McGowan*



## LEGACY AND ECOSYSTEM TRANSFORMATION

API Monetization Schemes in Wealth Management: Microservices and Integration as a Service

*Kelley Byrnes*

The New Architecture for Core Systems: What It Is and How Quickly Vendors Are Adopting It

*Donald Light, Craig Beattie*

A Real-Time Hub for a Real-Time Everything Future

*Gareth Lodge*

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# UPCOMING BANKING RESEARCH



## DIGITAL AND OMNICHANNEL

The Critical Role of ECM to Complete the Digital Lending Journey

*Craig Focardi*

Top Trends in Corporate Banking: 2018 Edition

*Patricia Hines*

Top Trends in Retail Payments: 2018 Edition

*Zilvinas Bareisis*

Understanding Bank's Digital Attitudes: Celent Digital Panel Series 8

*Dan Latimore*



## INNOVATION AND EMERGING TECHNOLOGIES

Crossing the Border: Driving Innovation in Global Payments

*Patricia Hines*

False Positives are a True Negative: Is AI the Answer?

*Joan McGowan*

From Vision to Reality: AI in Action

*Alenka Grealish*

Lights, Camera, Transaction? Not So Fast

*Bob Meara*

Microservices: Software Engineering Revolution beyond the Cloud

*Eiichiro Yanagawa*



## LEGACY AND ECOSYSTEM TRANSFORMATION

The Changing Face of Market Infrastructures

*Gareth Lodge*

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# UPCOMING INSURANCE RESEARCH



## DIGITAL AND OMNICHANNEL

Artificial Intelligence: Key Considerations for Insurers

*Craig Beattie, Nicolas Michellod*

Digital Transformation in Insurance

*Michael Fitzgerald*

Digitizing the Customer Experience: A New Framework

*Karlyn Carnahan*



## INNOVATION AND EMERGING TECHNOLOGIES

Emerging Technologies

*Craig Beattie, Mike Fitzgerald, Jamie Macgregor, Juan Mazzini, Nicolas Michellod, Tom Scales*

Finding Value in Insurtech. Part 2: Searching for the Next Dominant Design?

*Jamie Macgregor*

The Insurance API Economy: Drivers, Challenges, and Opportunities

*Jamie Macgregor*

The Year of the Insurance Platform

*Donald Light*



## LEGACY AND ECOSYSTEM TRANSFORMATION

Insurance in Asia-Pacific: 2018 Business and IT Priorities

*Nicolas Michellod*

Insurance in Europe: 2018 Business and IT Priorities

*Jamie Macgregor, Nicolas Michellod*

Life Insurers' Perceptions of Policy Administration Systems: 2018 Edition

*Karen Monks*

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# UPCOMING WEALTH AND ASSET MANAGEMENT RESEARCH



## DIGITAL AND OMNICHANNEL

Actionable Alerts for Wealth Managers: Via Secure Messaging and CRM Platforms

*Kelley Byrnes*

Sizing the US and UK Retail Brokerage Investor Market

*Ashley Globerman*

Top IT Trends in Wealth and Asset Management: 2019

*David Easthope*



## INNOVATION AND EMERGING TECHNOLOGY

Actionable Insights for Financial Advisors: Detailed Data-Driven Opportunities

*Kelley Byrnes*

Buy Side Investment Risk Management Solutions: 2018 ABCD Vendor View

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Greasing the Skids: How Tech Is Opening Private Equity to the Retail Investor

*Will Trout*

Risk Management Business and IT Outlook 2018

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## LEGACY AND ECOSYSTEM TRANSFORMATION

Anti-Money Laundering Solutions for Smaller Firms

*Neil Katkov, PhD*

Buy-side Risk Management in Japan

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Solutions for Know Your Customer: 2018 ABCD Vendor View

*Neil Katkov, PhD*

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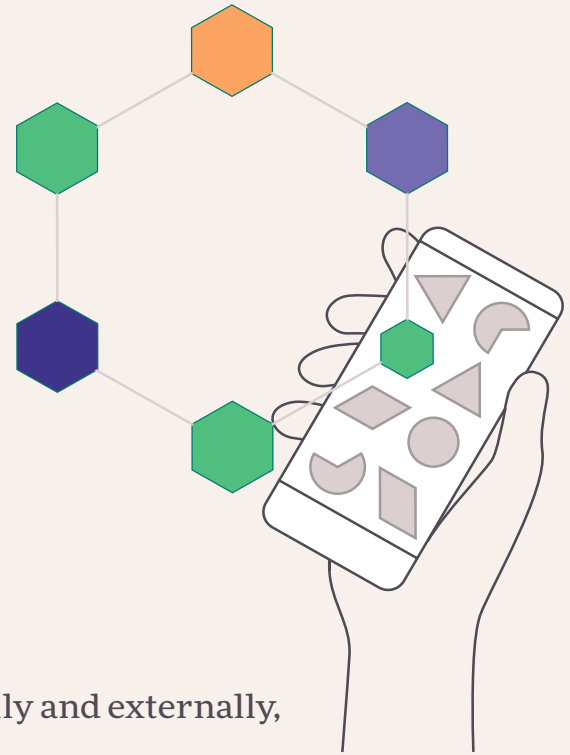
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# First one there wins

Forces re-shaping today's P&C insurance are many—evolving expectations, advancing technologies, and data proliferation among them.

The ability for carriers to embrace change quickly and easily is critical for success, and it requires new capabilities:

- ▶ **Connecting easily and openly**  
Open integration and connectivity, internally and externally, must replace age-old silos and walls
- ▶ **Capturing, mining, and acting on the right data**  
Better use of ever-growing data leads to more tailored products and improved, more personal service
- ▶ **Bringing more, better-tailored products to market**  
A strong platform allows products to be changed quickly, with variants updating automatically



In the end, speed will define carriers' survival. Essential to this is a modern, open, highly configurable core systems platform—built to connect, designed for change, and optimal as a SaaS solution.

For more insights on what it takes to shape and win the future of P&C insurance download a copy of The Future of Insurance at [www.duckcreek.com/future-playbook](http://www.duckcreek.com/future-playbook).



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