



INNOVATION & INSIGHT DAY

HARNESSING THE POWER OF THE ECOSYSTEM

April 12, 2019
New York, New York



Featuring

Twelfth Annual Model Bank Awards

Thirteenth Annual Model Insurer Awards

Second Annual Model Asset Manager Awards

Second Annual Model Wealth Manager Awards

#celentiandi

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.



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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?



- In what is sure to be a provocative session, Greg Baxter of MetLife will discuss The Third Industrial Revolution: Doing Good with Technology and the role and ethics of AI in digital transformation.
- In the afternoon, our crack team of analysts will debate the future of Voice. Is it destined to be the next big thing that never was? Or a must-have transformative technology that FIs will need to adopt or risk becoming obsolete? Join us and hear two Celent analysts debate the Future of Voice in an Oxford-style debate.

Of course no I&I Day would be complete without recognizing the outstanding and innovative initiatives undertaken by this year's **Model Award** winners. 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.

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 black ink, appearing to read 'Jamie Macgregor'.

JAMIE MACGREGOR

CEO

Celent

@JamieMacgregorC

PROGRAM AT-A-GLANCE

8:30 AM

REGISTRATION

9:30 AM

WELCOME AND OPENING COMMENTS

Jamie Macgregor, CEO, Celent

10:15 AM

MORNING KEYNOTE SESSION: THE THIRD INDUSTRIAL REVOLUTION – DOING GOOD WITH TECHNOLOGY

Greg Baxter, Chief Digital Officer, MetLife

11:00 AM

NETWORKING BREAK

11:30 AM

BREAKOUT SESSIONS

	MODEL INSURER	MODEL BANK	MODEL WEALTH AND ASSET MANAGER
11:30 am	<p>Welcoming Remarks and Model Insurer 2019 Overview <i>Karlynn Carnahan, Head Property/Casualty Insurance, Celent</i></p> <p>Model Insurer of the Year</p> <p>Featured Speaker Enabling Argo's Systems to Support the Next Generation Digital Experience <i>Travis North, Vice President, Group Architecture and Innovation, Argo Group</i></p> <p>Model Insurer Awards Presentation</p> <p>Ecosystem Unleashed Panel</p>	<p>Welcoming Remarks <i>Dan Latimore, Head, Retail Banking, Celent</i></p> <p>Model Bank 2019 Overview <i>Zilvinas Bareisis, Cards and Payments, Celent</i></p> <p>Model Bank Awards Presentation</p> <p>Featured Speaker How Software is Eating the Network <i>Roji Oommen, Managing Director, Global Accounts, CenturyLink</i></p>	<p>Welcoming Remarks <i>William Trout, Head, Wealth Management, Celent</i></p> <p>Model Wealth Manager Awards Presentation</p> <p>Model Wealth Manager Awards Panel</p> <p>Know Your Vendor—Celent's VendorMatch</p>
1:00 pm	Networking Luncheon	Networking Luncheon	Networking Luncheon
2:00 pm	<p>Platforms/API and Ecosystem Evolution</p> <p>Model Insurer Awards Presentation</p>	Model Bank Awards Presentation	<p>Model Asset Manager Awards Presentation</p> <p>Model Asset Manager Awards Panel</p> <p>Know Your Vendor—Celent's VendorMatch</p>
3:00 pm	Model Insurer Awards Presentation: Data, Analytics, and AI	Model Bank of the Year	Analyst Showcase: Emerging Wealth and Asset Management Technology Panel

3:30 PM

NETWORKING BREAK

4:00 PM

DEBATE: THE TONGUE CAN PAINT WHAT THE EYES CAN'T SEE

Sponsored by Intellect SEEC

5:00 PM

CLOSING REMARKS

Jamie Macgregor, CEO, Celent

CELENT

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Does your firm have what it takes?

Nominations opening soon for the

Thirteenth Annual Model Bank Awards

Fourteenth Annual Model Insurer Awards

Third Annual Model Asset Manager Awards

Third Annual Model Wealth Manager Awards

Deadline: 11:59 pm PT, Thursday, November 14, 2019

For more information, visit
www.celent.com/awards

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Innovation

“The best way to predict the future is to create it.”

– Peter Drucker

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

8:30 AM REGISTRATION

9:30 AM WELCOME AND OPENING COMMENTS

Jamie Macgregor, CEO, Celent

10:15 AM MORNING KEYNOTE SESSION

THE THIRD INDUSTRIAL REVOLUTION – DOING GOOD WITH TECHNOLOGY

Greg Baxter, Chief Digital Officer, MetLife

Digital is revolutionizing every industry, and each of us has a role to play in shaping that revolution – ethically and responsibly. Today, companies – with an unimaginable wealth of data available – have the opportunity to move from protection to prediction and prevention. Greg will discuss how firms are investing in frontier technologies focused on making people’s lives better and how they are thinking about leveraging that technology to effectively change the industry – and the world.

11:00 AM NETWORKING BREAK

11:30 AM MODEL BANK AWARDS | MODEL INSURER AWARDS |
MODEL ASSET MANAGER AWARDS | MODEL WEALTH MANAGER AWARDS

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 also found ways to take advantage of new models of innovation within their organizations.



11:30 am Welcoming Remarks and Model Insurer 2019 Overview

Karlyn Carnahan, Head, P/C, Insurance

We’ll kick off with an overview of the overarching trends driving the digital transformation agenda in insurance today. You’ll get an overview of the **Model Insurer** program in 2019, the number of nominations, their geographic spread and where we see the most innovation.

Welcoming Remarks

Dan Latimore, Head, Retail Banking

Model Bank 2019 Overview

Zilvinas Bareisis, Cards and Payments

We kick off with an overview of the **Model Bank** program in 2019: the number of nominations, their geographic spread, and most importantly, the overarching themes setting the innovation agenda in banking today.

Welcoming Remarks

Will Trout, Head, Wealth Management

Model Wealth Manager Awards Presentation

Celent analysts share who won and reveal what about the initiatives impressed them so.

David Himmel, Research Associate

- Client Experience
- Emerging Innovation

Will Trout, Head, Wealth Management

- Platform and Product



11:30am
continued

Model Insurer of the Year

Featured Speaker

Enabling Argo's Systems to Support the Next Generation Digital Experience

Travis North, Vice President, Group Architecture and Innovation, Argo Group

In a world of customer-centric design, there is a new way of looking at the customer experience – and delivering on that experience requires a wide variety of digital capabilities that aren't typically found in old legacy systems. Travis tells the story of how he is enabling their systems to support their next generation digital experience.

Model Insurer Awards Presentation:

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

Mike Fitzgerald, Senior Analyst

- Innovation and Emerging Technologies

John Barr, Senior Analyst

- Legacy and Ecosystem Transformation

The Ecosystem Unleashed

Moderator:

Tom Scales, Head, Life and Health Insurance Americas, USA

1:00 pm **Networking Luncheon**



Model Bank Awards Presentation:

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

Stephen Greer, Retail Banking

- Best Digital Bank

Patricia Hines, Head, Corporate Banking

- Banking-as-a-Platform
- Marketplace Banking

Zilvinas Bareisis, Cards and Payments

- Business Model Innovation
- Beyond Banking
- Identity Management

Gareth Lodge, Payments

- Corporate Payments Transformation
- API Strategy
- Payment Services Hub Implementation

Joan McGowan, Banking and Risk

- Risk Management
- Product Automation

Bob Meara, Retail Banking

- Innovation Enablement
- Customer Engagement

Featured Speaker

How Software is Eating the Network

Roji Oommen, Managing Director, Global Accounts, CenturyLink

An overview of how the cloud revolution is changing network architecture and the implications for financial services firms.

Networking Luncheon



Model Wealth Manager Awards Panel

Moderator:

David Easthope, Head, Capital Markets

Featuring:

- *Will Trout, Head, Wealth Management*
- *Model Wealth Manager Award Winners*

Know Your Vendor-- Celent's VendorMatch

Featuring:

- *Will Trout, Head, Wealth Management*
- *Participating Vendors*

Networking Luncheon

continued next page



2:00 pm Platforms/API and Ecosystem Evolution

Donald Light, Director, P/C Insurance

Model Insurer Awards Presentation

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

Karen Monks, Senior Analyst

- Operational Excellence

Juan Mazzini, Senior Analyst

- Digital and OmniChannel



Model Bank Awards Presentation

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

Alenka Grealish, Corporate Banking

- Customer Insight
- Employee Enablement
- Commercial Customer Onboarding

Craig Focardi, Retail Banking

- Lending
- Digital Platform Transformation

Stephen Greer, Retail Banking

- Core Technology Replatforming
- Cloud Adoptio

Dan Latimore, Head, Retail Banking

- Financial Inclusion

Patricia Hines, Head, Corporate Banking

- Transforming Enterprise Integration



Model Asset Manager Awards Presentation

Celent analysts continue with the celebration of this year's award-winning initiatives.

Neil Katkov, PhD Head, Risk

- Innovation in Risk

Will Trout, Head, Wealth Management

- Distribution

David Easthope, Head, Capital Markets

- Core Transformation

Model Asset Manager Awards Panel

Featuring:

- Brad Bailey, Research Director
- David Easthope, Head, Capital Markets
- Neil Katkov, PhD, Head, Risk
- Model Asset Manager Award Winners

Know Your Vendor-- Celent's VendorMatch

Featuring:

- David Easthope, Head, Capital Markets
- Participating Vendors

3:00 pm Model Insurer Awards Presentation: Digital, Analytics and AI

Craig Beattie, Senior Analyst

Model Bank of the Year

Patricia Hines, Head, Corporate Banking

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

Analyst Showcase: Emerging Wealth and Asset Management Technology Panel

Moderator:

David Easthope, Head, Capital Markets

Featuring:

- Brad Bailey, Research Director
- John Dwyer, Senior Analyst
- Neil Katkov, PhD, Head, Risk
- Arin Ray, Senior Analyst
- Will Trout, Head, Wealth Management

3:30 PM NETWORKING BREAK

4:00 PM PLENARY SESSION: THE TONGUE CAN PAINT WHAT THE EYES CAN'T SEE

Sponsored by Intellect SEEC

Lakshan De Silva, Chief Technology Officer, Intellect SEEC

Mike Fitzgerald, Senior Analyst, Celent

Alenka Grealish, Senior Analyst, Celent

With Alexa, Siri and Google all relentlessly promoting Voice as a screen-free way to interact with technology, it is understandable how Voice could be viewed by some to be the next frontier of customer engagement. But what is the future of Voice in Financial Services? Is it destined to be the next big thing that never was? Or a must-have transformative technology that FIs will need to adopt or risk becoming obsolete? Two Celent analysts debate the Future of Voice in an Oxford-style debate.

Also featured is session sponsor Intellect Design who will discuss their work around testing different voice engines against different AI back-ends and how they are looking for the optimal means of joining the two.

4:30 PM CLOSING REMARKS

4:45 PM COCKTAIL RECEPTION AND RAFFLE GIVEAWAY

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SPEAKERS

KEYNOTE SPEAKER



GREG BAXTER

Executive Vice President, Chief Digital Officer

[MetLife](#)

Greg Baxter is Executive Vice President and Chief Digital Officer at MetLife. Building on a career in technology, strategy and innovation, Greg is responsible for driving MetLife's Digital strategy and execution globally. This includes setting the direction for MetLife's Digital capability development and investments across foundational, differentiating and disruptive opportunities, and the incubation and acceleration of Digital growth opportunities. Greg has held senior business, consulting and technology roles across Asia, Europe and North America. Prior to MetLife, Greg was Managing Director and Global Head of Digital at Citi in New York, leading their digital transformation globally. Before Citi, Greg was a London based Partner and U.K. Board member at Booz & Company (formerly Booz Allen Hamilton), a leading management consulting firm. Here he held leadership roles across the financial services, public sector and digital practices. Greg started his career in Australia as a software engineer and senior project manager with IBM, delivering large technology projects in financial services and managing market leading products. Greg is a leading thinker and regular speaker on digital strategy, technology and disruptive innovation, and has been a guest lecturer on strategy at Oxford University, New York University and the American University in Washington. Greg has served on the Council (Board member) of Chatham House - the Royal Institute of International Affairs, a leading international affairs think tank. He also serves as an economic advisor to the Governor of Guangdong Province in China and is on the advisory board for Imperial College's Centre for Global Finance and Technology in London.

CELENT SPEAKER



JAMIE MACGREGOR

CEO

[Celent](#)

Jamie Macgregor is the CEO of Celent 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.

FEATURED SPEAKERS



LAKSHAN DE SILVA

Chief Technology Officer

[Intellect SEEC](#)

Lakshan is an experienced global executive that has worked across technology, venture capital, insurance, wealth management, construction, manufacturing and mining. He has worked in corporations across the globe and has rounded it off with a MBA and a couple of Exec Programs, but please don't hold that against him, as he is busily unlearning everything he learnt over the last 20 years to stay relevant for the next 20 years. As CTO, he is bringing in exponential technology that will define the next 10 years into the Intellect SEEC products. His current projects revolve around AI and Blockchain. He holds global patents in several technologies and is an investor and advisor to numerous Fintech startups. He is a sports fan, music aficionado and animal lover and his claim to fame is that he has trained his pet bulldog Mortimer to obey him whenever the bulldog wants to.



TRAVIS NORTH

Vice President, Group Architecture and Innovation

[Argo Group](#)

Travis currently leads Architecture and Innovation for Argo Group, helping IT develop the platform of the future to serve all aspects of the business; from distribution to underwriting, claims and beyond. Prior to leading this team Travis has held multiple roles across Argo supporting various core systems and enterprise applications.



ROJI OOMMEN

Managing Director, Global Accounts

[CenturyLink](#)

Roji is currently responsible for business development, strategy as well as alliances and partnerships within CenturyLink's Global Accounts business segment, working very closely with the 200+ customers that make up this vertical to deliver purpose-built IT infrastructure and connectivity solutions. CenturyLink is a leader in global interconnectivity, cloud and technology infrastructure, and IT solutions for enterprises. Roji has more than 15 years of experience, at organizations such as Thomson Reuters, IBM and Bridge Information Systems, specializing in information technology for financial services firms.

BANKING SPEAKERS



DAN LATIMORE

Head, Retail Banking

Celent

Daniel W. Latimore, CFA, is the Head of Celent's Retail 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.



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.



PATRICIA HINES, CTP

Head, Corporate Banking

Celent

Patricia Hines, CTP, is Head of Corporate Banking 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 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

Head, Insurance

Celent

Jamie Macgregor is CEO and Head of 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.



JOHN BARR

Senior Analyst

Celent

John Barr is a Senior Analyst providing research, advisory and consulting services to carriers, software, and service providers to the life, annuity, and general insurance industries. Prior to joining Celent, John provided strategic information technology and transformation consulting to a number of firms including EquiSoft/UCT, Transamerica, Genpact, and Pacific Life. He also recently served as EXL Services' Vice President of Insurance Product Management and Operations Consulting. John has 25+ years of experience in management and executive roles with information technology, consulting services, and insurance companies. He has led the development of insurance business advisory and professional services organizations, and directed global insurance vertical product and services organizations. John brings deep domain expertise across the life, annuity, pensions, and P&C insurance spectrum, and has held leadership positions with Wipro, Capgemini, and CSC/Continuum, and served as CIO of Texas Workers Compensation Insurance (now Texas Mutual).



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, Property & Casualty Insurance

Celent

Karlyn 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

Head, EMEA & Asia, Insurance

Celent

Nicolas' 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 has been often quoted in specialized insurance and IT magazines including *Insurance Networking News*, *Insurance & Technology*, and *PropertyCasualty360* (a National Underwriter website) and also in international newspapers' websites such as *The New York Times*, *The Guardian*, *CBS News* and *Tages Anzeiger*.



KAREN MONKS

Senior Analyst, Insurance

Celent

Karen is a Senior Analyst in Celent's 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 leads Celent's Knowledge Management team which leads our largest research initiatives, particularly our ABCD Vendor assessments across all practices.



TOM SCALES

Head, Life and Health Insurance, Americas

Celent

Tom leads life and health research across the Americas. His research focuses on operational best practices, real-world case studies and the application of vendor technology. His particular passion is to challenge life insurers to move faster in innovation as well as operational and IT transformation. He also leads a broad range of consulting projects, such as transformation project health checks, Deep Dive strategies for both insurers and vendors, and a variety of system selection projects. Tom also leads the Life and Health practice in the Americas. Tom is an industry veteran. His early experience was primarily with vendors, in a broad variety of roles from the most technical to sales and marketing to executive leadership. Later in his career, he led operations and technology for Crump, the nation's largest life and annuity brokerage. More recently, he led the operations and technology organizations at Transamerica, for their US Life insurance companies, including both agent and worksite companies.



ZAO WU

Analyst

Celent

Zao is a proponent of technology-led innovation in new retail propositions and business models, with a focus on the insurance industry. His interests and expertise range from artificial Intelligence and data science to cryptocurrencies, insurtech, and fintech. Prior to joining Celent, Zao was a consultant at Oliver Wyman, with a focus on retail distribution and analytics. Some of his engagements included advising a retailer on digital transformation, using machine learning to drive decision-making and forecasting for a Chinese e-commerce player, constructing analytical tools for an Australian telecom player to set sales targets, and identifying greenfield retail opportunities for an Asian airline, with a focus on customer engagement. Elsewhere, Zao was engaged in post-merger integration, operational process redesign, and organisational optimisation, as well as commercial due diligence, benchmarking, trend identification, and market landscaping.

WEALTH AND ASSET MANAGEMENT SPEAKERS



DAVID EASTHOPE

Head, Capital Markets

Celent

David is the Head of Celent's Capital Markets 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.



DAVID HIMMEL

Research Associate

Celent

David Himmel is a research associate at Celent providing analytical and knowledge management support to the Insurance and Banking practices. Prior to joining Celent, he worked at TIAA as a business analyst, supporting initiatives across wealth management and retail product divisions. David holds a BA in Political Science from Lesley University.



NEIL KATKOV, PHD

Research Director, Risk

Celent

Neil oversees the Risk Management and Compliance space at Celent and is based in San Francisco. His expertise focuses on financial crime, anti-money laundering and know-your-customer 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

Head, Wealth Management

Celent

William Trout leads our Wealth Management practice 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, Will 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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2019 MODEL BANK WINNERS



WINNER, COUNTRY	AWARD	INITIATIVE	SYNOPSIS
Bank of America, USA	Cloud Adoption	Bank of America Cloud	Bank of America built its own internal cloud platform, Bank of America Cloud, from the ground up, dramatically transforming the organization's tech infrastructure. The bank has centralized many internal IT functionals, creating a platform which is cost-effective, efficient, scalable, and secure. The Bank of America Cloud reduced IT spending by more than \$535 million in 2018 and runs workloads at 40% less than similar cloud offerings, based on benchmarks.
Bank of America, USA	Process Automation	Robots Help Serve and Protect the Bank	Bank of America has deployed 22 robots across its front, middle, and back offices to improve customer service, protect the bank, and increase efficiency and speed-to-market of its products. The bank has surpassed its original objectives and experienced unintended benefits and continues to grow the program.
BMO, Bank of Montreal, Canada	Innovation Enablement	InnoV8, BMO's Digital Accelerator	BMO is upping its digital game by focusing on creating exceptional digital customer experiences through InnoV8, its Digital Accelerator initiative. InnoV8 allows BMO employees to actively participate in innovation projects and learn new skills from working with emerging technology, fostering a culture of innovation. In its inaugural year, InnoV8 spun out three Proof of Concepts, all of which will be commercialized by the end of 2019.
BMO, Canada	Payments Services Hub Implementation	Pay Hub Project: Modernized Payments in Record Time	With many pending changes in the Canadian payments landscape, BMO chose to modernise their payment systems to meet regulatory changes and respond in a more agile, efficient way to the evolving demands of their customers.
CIBC, Canada	Transforming Enterprise Integration	Revolutionizing Enterprise Integration with APIs and Microservices	Recognizing that its legacy integration strategy and infrastructure were no longer in keeping with modern best-practices, CIBC chose to take a bold approach – to revolutionize enterprise integration by building an API platform in-house based on microservices architecture.
Citi, USA	Model Bank of the Year	Embracing Change and Differentiating with Digital: Profiles of Eight Cash Management and Payments Initiatives by Citi's Treasury and Trade Solutions Group	With a full range of digital and mobile-enabled platforms, tools and analytics, Citi Treasury and Trade Solutions continues to lead the way in delivering innovative and tailored solutions to its clients, as evidenced by this year's Model Bank submissions. In 2018, Citi's Treasury and Trade Solutions business launched a host of digital offerings designed to give its global network, the world's largest money mover, even more of a competitive advantage.
Fidor Bank, Germany	Marketplace Banking	Banking as a Marketplace with Fidor Market	Fidor Market is Fidor Bank's branded marketplace with financial services offerings and beyond. After a successful beta, Fidor launched its marketplace-as-a-service, Efficient Scale. Efficient Scale allows financial services firms to create their own marketplace, while underpinning Fidor Market's technology and marketing platform. It also offers a one-stop-shopping infrastructure for a holistic financial experience and more.
Fincare, India	Financial Inclusion	LAP (Loans Against Property) D.Lite	A new specialized "Small Finance Bank," Fincare's mandate is to further financial inclusion in India. It has redesigned, automated, and streamlined the process for Indian micro and small business owners without a traditional credit file to obtain small loans secured against property.
HSBC, UK	Risk Management	Fighting Financial Crime with Big Data Analysis	The Global Social Network Analytics (GSNA) platform offers HSBC a new and centralised approach to identify potential illicit activity. The platform provides investigators with the ability to access and analyse internal and external data from various sources across jurisdictions, presenting a contextual and comprehensive view of customer activities and relationships. This approach represents a significant step forward in the fight against financial crime.



WINNER, COUNTRY	AWARD	INITIATIVE	SYNOPSIS
JB Financial Group, Korea	Banking as a Platform	Acquiring Customers via Open Banking	JBFG achieved a competitive advantage with its JB Open Banking Platform, enabling third parties to provide financial services to their customers by leveraging JBFG's banking license. The JB OBP has allowed JBFG to acquire thousands of new customers, diversify its loan portfolio, and increase fee income from new sources.
KeyBank, USA	Digital Platform Transformation	Building Innovation in Digital Banking	KeyBank's Digital 17 transformation project modernized front-office customer channel engagement, and integrated channels with product and back-office IT stacks. They also neutralized the legacy core banking system by exporting functionality out of it. KeyBank now has a strong fintech foundation for introducing new products and services monthly.
Nequi by Bancolombia, Colombia	Best Digital Bank	Nequi	Bancolombia built a digital-only offering, Nequi, to disrupt the Colombian financial services market. Nequi was designed to solve specific use cases of younger consumers and has adopted a cutting edge technology stack. Not only is Nequi a viable business with strong customer adoption and satisfaction, it also acts as an innovation testing ground for Bancolombia.
o2 Banking, Germany	Business Model Innovation	Blending Banking and Telecom Worlds	A German digital bank born from the shared vision of a telecom firm Telefónica Germany and a fintech bank Fidor Bank. It is a concept that blends both the telecom and the modern banking worlds, offering customers creative rewards.
Paytm Payments Bank, India	Beyond Banking	Building a Truly Digital Bank for India	Paytm Payments Bank (PPB) is India's only mobile-first bank with zero balance and zero digital transaction charge accounts and has become one of the most popular payments banks in the country with 42 million savings accounts. The PPB is also going beyond banking by creating a digital ecosystem to offer a better life for the digitally savvy population, the unbanked and the underbanked.
PNC, USA	Employee Enablement	Treasury Analytics Platform Turbo Charging Sales and Product	An internal, front end analytics portal developed specifically for PNC's product management and sales teams to help them more effectively manage and grow their business.
PNC, USA	Corporate Payments Transformation	Future Proofing Payments	PNC has been accelerating its strategic investments in order to strengthen its Treasury Management capabilities. As enabler to this, PNC invested heavily in their payments infrastructure and the evolving payments channels. PNC began a program of replacing existing payments systems and related applications with a smart, API-enabled payment ecosystem. In doing so, they have created a vision of an omni-payments platform that supports all payment types, traditional and emerging.
Rabobank, The Netherlands	Identity Management	Becoming a Digital Identity Service Provider	Rabobank launched Rabo eBusiness, a bank-led Digital Identity Service Provider in partnership with Signicat, a fintech. It gives banks, financial service providers, and any other multinational business that needs to identify its customers a one-stop service for digital identity.
RBC, Canada	API Strategy	Driving Value Through APIs	RBC launched a suite of three API platforms to help deliver leading-edge solutions for their clients. These were an external public API portal; a private internal portal; and a partner API platform.
Santander, UK	Commercial Customer Onboarding	Taking Onboarding to the Next Level	A fully automated onboarding experience centered on the customer and employee experience, using API-based services, digital forms with e-signatures, robotic process automation, and multi-team parallel processing.
Synchrony Bank, USA	Core Technology Replatforming	Technology and Customer Experience Transformation	Synchrony completely transformed its back-end technology infrastructure to deliver a best-in-class experience incorporating new design, streamlined flows, and a nimble, cloud-native microservices based business services layer which makes it easier to integrate new and innovative front-end applications. The bank has achieved independence by partnering with a core provider which allows them to move capabilities out of the core and into its proprietary integration layer.



Taishin Bank, Taiwan	Lending	Lending Reimagined	Created an end-to-end digital loan origination platform, with a mobile point-of-sale (POS) solution that automates situational marketing targeted at customer segments. The back-office solution includes document imaging, automated underwriting, digital contract signing, and funding.
Taishin Bank, Taiwan	Customer Insight	New Heights in Data and Personalization	Focused on capturing in-bound customer service call data (speech-to-text) and customers' digital behavior in order to better understand customer journeys. Harnessed AI to improve personalization and engage proactively.
Umpqua Bank, USA	Customer Engagement	Umpqua Go-To	Umpqua Bank launched Go-To, a Human Digital Banking platform that blends technology with specially trained bankers to create a personal banking experience for all customers, regardless of income or assets. Go-To leverages existing technology – secure text and video chat in a stand-alone app, combined with a backend platform for associates – to provide every customer their own personal banker devoted to their specific financial needs.

2019 MODEL INSURER WINNERS



WINNER, COUNTRY	AWARD	INITIATIVE	SYNOPSIS
Aegon Nederland NV, Netherlands	Operational Excellence	Non Negotiables - Freedom within Architectural Boundaries	<p>Implemented Enterprise Architecture Models and principles that achieve maximal freedom for teams within pre-defined boundaries, ensuring flexibility and enabling fast time to market.</p> <p>In the context of a new strategy, Aegon N.V. introduced agile working practices and self-managing teams. The IT enterprise architecture function and practices needed to evolve to support this strategy and way of working, to guarantee flexibility, agility, cost effectiveness and ecosystem readiness in the years to come.</p>
AIA Group, Hong Kong	Model Insurer of the Year	AIA Digital Workforce	With AI and data, AIA has created a nimble Digital Workforce to quickly satisfy customers' needs and contribute to building and improving customer relations.
AIA Hong Kong, Hong Kong	Data, Analytics, and AI	Day Day Connect i-Intelligent Customer Engagement Platform	AIA's customer engagement platform is supported by capable data infrastructure, enabling the generation of business from different lines spanning across life protection, medical, critical illness, term life, personal accident and savings.
Allstate Insurance Company, USA	Digital and Omnichannel	An Implementation of Video Call Collaboration	<p>If an auto repair facility needs authorization for supplemental repairs, it traditionally schedules a personal visit by an adjuster to the facility.</p> <p>Allstate used design thinking to re-invent this process. It designed and created Virtual Assist, a live, on-demand video chat application that allows body shops to connect instantly to inspect additional damage quickly and efficiently. The shop initiates a live video chat with the adjuster for an instant inspection via the video chat.</p>
Allstate Insurance Company, USA	Operational Excellence	Becoming the Agile Center of Excellence- a Legacy Transformation	<p>Implemented an Agile Center of Excellence (COE) as part of the Allstate Technology and Strategic Ventures (ATSV) Program Management Office (PMO). The Agile COE supports all lines of business globally.</p> <p>The Agile COE replaced the previous Waterfall project orientation which typically resulted in projects taking up to a year to complete. Waterfall methodologies slowed the pace of change. The Agile COE shifted the culture away from the traditional methodologies through coaching, training, change management, and global technologies.</p>
AXA XL, USA	Innovation	Data Ecosystem & Engagement Platform (DEEP)	Data Ecosystem & Engagement Platform (DEEP) is an example of a digital, multi-sided platform that extended beyond technology to address the barriers found in insurance digital transformation programs.
Bajaj Allianz General Insurance Co., Ltd., India	Operational Excellence	Tal.Port	Developed and implemented Tal.Port, an interactive recruitment simulation tool which is accessible anywhere, anytime on any device. Tal.port's main feature is a virtual employee, EVE, who represents the end-to-end automated recruitment platform. The platform leverages the power of Artificial Intelligence (AI) and Machine Learning (ML) to augment the recruitment process.
Cathay Life Insurance Co., Ltd., Taiwan	Digital and Omnichannel	Digital and Omnichannel Technologies – Creative Connection Model	To increase its proportion of younger customers, Cathay Life focuses on digital natives (24-32 years old) who usually lack deep insurance understanding and possess insufficient insurance coverage. Through vivid marketing and educational events, Cathay Life increases their willingness to be more concerned about their need for insurance. The initiative also provides the ability to interact with digital natives either online service or with through its agents.
Erie Insurance Group, USA	Legacy and Ecosystem Transformation	Commercial Account Quote and Application System (QAS)	The Commercial Account Quote and Application System (QAS) consolidated disparate processes and bridged legacy systems to produce one modern user interface. The changes enabled an efficient way for Erie Insurance's (ERIE) independent agents to quote multiple commercial products as a singular 'account'.



WINNER, COUNTRY	AWARD	INITIATIVE	SYNOPSIS
esure, UK	Data, Analytics, and AI	Anti-fraud Solution for Motor Accident Claims	esure set out to reduce the time taken to detect and identify fraud, and to fast-track genuine claim validation to speed up and improve the customer journey.
John Hancock, USA	Digital and Omnichannel	Digital Solution to Launch Direct-to-Consumer Life Insurance Products	John Hancock has developed an end-to-end digital solution to launch direct-to-consumer life insurance products, that includes access to its Vitality health and wellness program. The insurance product features a short application, fully automated underwriting, instant approval notification, instant policy issuance via electronic customer portal as well as payment modernization supporting credit cards and other forms of payment.
Liberty General Insurance, India	Innovation	Ascent – Powering Business Transformation	Ascent was formed as a cross functional team to focus on these innovations possibilities by scanning opportunities, identify disruption areas, develop MVP's / Prototypes and develop use cases for business adoption by working together with the robust insurtech environment prevailing in India.
MassMutual and Haven Life, USA	Data, Analytics, and AI	Accelerated Underwriting at Haven Life	MassMutual's in-house startup, Haven Life, has created a new business processing platform, driven by data science models, to speed up life insurance underwriting.
Nedbank Insurance, South Africa	Legacy and Ecosystem Transformation	SAHARA – Single-solution Transformation Programme	The purpose of Nedbank's Project Sahara was to move the life and general insurance products to a single policy administration system (PAS). This was achieved ahead-of-time and below-budget.
Northwestern Mutual, USA	Innovation	Digital Innovation at Northwestern Mutual	The Digital Innovation & Research Team facilitates the development of initiatives and activities that both foster a culture of innovation and produce solutions to drive the business forward. This dedicated innovation structure helps Northwestern Mutual identify and understand emerging trends, encourage ideation and deliver iterative experiments that rapidly bring ideas to market.
Penn Mutual, USA	Digital and Omnichannel	Penn Mutual's Accelerated Client Experience	By making one of the most difficult products a consumer can buy, life insurance, a fast and simple experience for both advisers and clients; Penn Mutual has been able to expand the market to the many uninsured individuals in the United States. Penn Mutual transformed an invasive, multi-week process into a complete digital experience that can take less than 24 hours through reducing need for invasive medical testing and improving information gathering thus reducing cost, minimizing overhead, and accelerating the entire process.
Sompo Japan Nipponkoa Himawari Life, Inc., Japan	Legacy and Ecosystem Transformation	Transformation to 'Trinity' Model	Sompo decided to move to a business model that supports staying healthy. This business model mutually links channels, insurance and services.
Taikang Insurance Group, China	Data, Analytics, and AI	Speech Analysis Platform	Taikang's independent AI platform – the Speech Analysis Platform provides four types of services: speech recognition, speech synthesis, speech analysis, and speech compliance check.
Transamerica, USA	Digital and Omnichannel	Digital Fraud Enhancements – Call Centre Fraud	Digital fraud is near real-time. So Transamerica must stop fraud in near real-time. As Transamerica moves into the digital hands-off space, it recognizes that fraudsters are using more tools to hack, adapt their voices, and falsify documents. Transamerica could no longer rely solely on its staff and existing controls to catch fraudsters. It needed to expand its existing fraud capabilities by adding near real time capabilities, to utilize new technologies and more external data to supplement its knowledge.
Zurich Insurance, UK	Legacy and Ecosystem Transformation	Zurich Life Protection Platform (LPP)	The platform covers Zurich's complete market offering in the life and protection space across advised and non-advised, B2B and D2C channels.

2019 MODEL ASSET MANAGER WINNERS



WINNER, COUNTRY	AWARD	INITIATIVE	SYNOPSIS
benefitRFP, USA	Model Asset Manager - Innovation in Risk	riskDIAGNOSTIC™	benefitRFP developed a cloud-based, interactive diagnostic tool for use in its own wealth and asset management business as well as by external clients. The solution generates analytics-based scores to support risk assessment, suitability, financial planning, and other use cases for corporates and individuals.
ODDO BHF Asset Management, France	Model Asset Manager – Core Transformation	OBAM Teams Up with Bloomberg to Improve Consistency on a Global Scale	OBAM has undergone rapid and extensive growth, increasing total AUM from approximately €17 billion to €61 billion. With the growth came the challenge to ensure that all of OBAM’s processes were consistent across all locations, ensuring that every part of the organization aligns to the same operating model. For the asset management arm of the business, this included front and middle office operations. OBAM worked with Bloomberg to transition to a single operating model. Specifically, they implemented Bloomberg Asset and Investment Manager (AIM) alongside other Bloomberg buy-side solutions.
Legg Mason, USA	Model Asset Manager - Distribution	Sales and Marketing Analytics on a Cloud-Based Integrated Enterprise Data Hub	Legg Mason’s Enterprise Data Hub digitizes the wholesaling processes by delivering sales and marketing analytics via an integrated, cloud based dashboard. Wholesalers can view client distribution by segment, take action and track progress towards their goals.

2019 MODEL WEALTH MANAGER WINNERS



WINNER, COUNTRY	AWARD	INITIATIVE	SYNOPSIS
BNY Mellon's Pershing, USA	Model Wealth Manager - WM Innovation	Investor Biometric Payment Acknowledgment	BNY Mellon's Pershing's Investor Biometric Payment Acknowledgment is an automated solution that utilizes an investor's identity to streamline the process of authenticating and validating a payment transaction, thereby reducing time while preventing identity theft.
Deutsche Bank Spain, Spain	Model Wealth Manager - Client Experience	New Investment Report Experience	Deutsche Bank Spain dramatically overhauled their investment reporting capabilities. Embracing design thinking and agile methods, a modular set of 25 report frames were built to offer top-to-bottom information from a portfolio global overview down to the very details of tax lot levels. 12 frames now form the core of quarterly report deliverables, while the remainder are available on an ad hoc basis for advisors as supplementary material.
Fidelity Investments, USA	Model Wealth Manager - Products and Platforms	Fidelity AMP: a digital advice solution purpose-built to meet advisor needs	Co-developed with eMoney Advisor, Fidelity AMP is a white-labeled, highly configurable digital advice platform enabling goals-based advice, easy onboarding and robust investment management. It is offered in two formats: a call-center/enterprise model, where all accounts are assigned to a house representative, and an advisor model, in which AMP accounts are attached to individual advisors.

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 35+ analysts in 5 countries.
- Our analysts speak 9 languages.
- We published 200+ reports in the last 12 months.
- We have clients based in 31 countries.

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ABOUT VENDORMATCH

VendorMatch offers you the opportunity to position yourself in front of likely prospects who are actively seeking out technology solutions.

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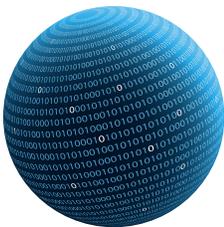
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For more information, contact **Ed Sullivan** at esullivan@celent.com (banking), **Andy Renzella** at arenzella@celent.com (wealth and asset management), or **Chuck Smith** at csmith@celent.com (insurance).

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 and Health Insurance, P/C Insurance, Retail and Business Banking, Risk Management and Compliance, and Wealth 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.

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