Digitization and automation— Onboarding and maintenance
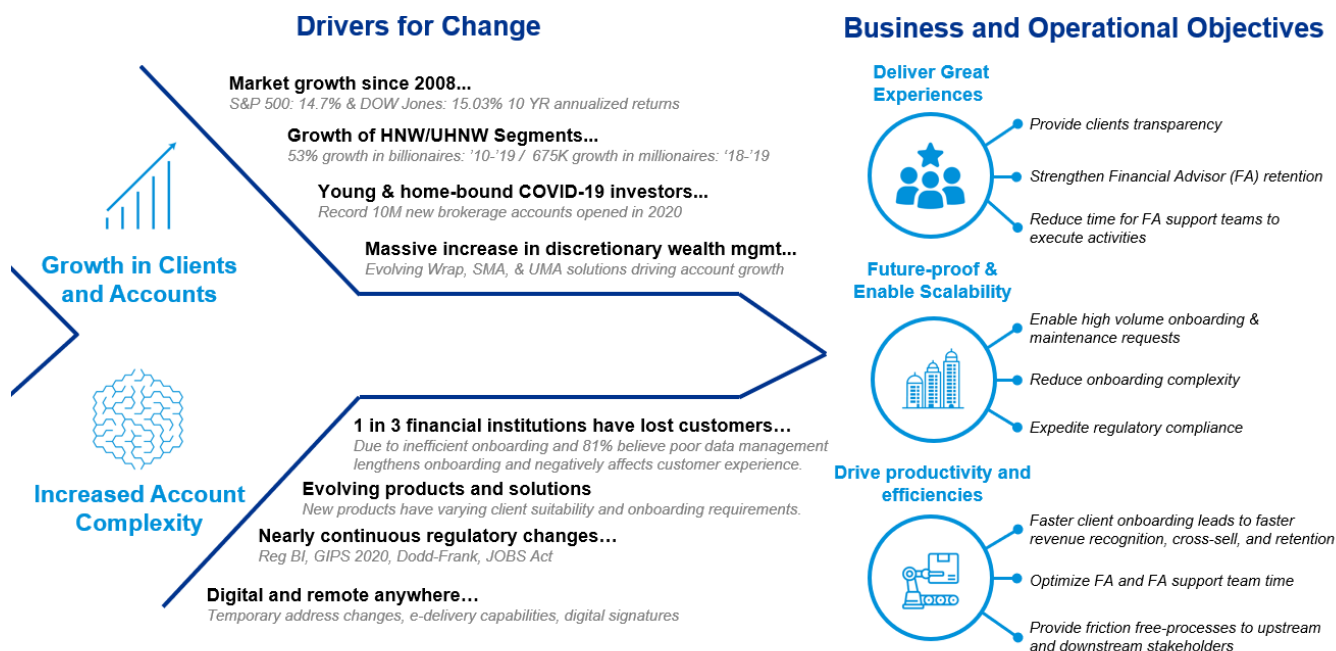
Managing growth for wealth management

The wealth management industry is experiencing unprecedented growth. Clients are demanding superior experience while offering lower fees, thereby forcing the industry to connect, simplify, and digitize their operations and technology ecosystem. Seamless client onboarding and servicing continues to be among the top priorities for many executives, and the key to attracting and retaining clients and advisors.

By working with our clients, KPMG has designed and built several digital client onboarding solutions on leading low/no-code platforms, resulting in more than 60 percent improvement in onboarding time, 30 percent savings in operating and technology cost, and dramatic improvement in client and financial advisor (FA) satisfaction scores.
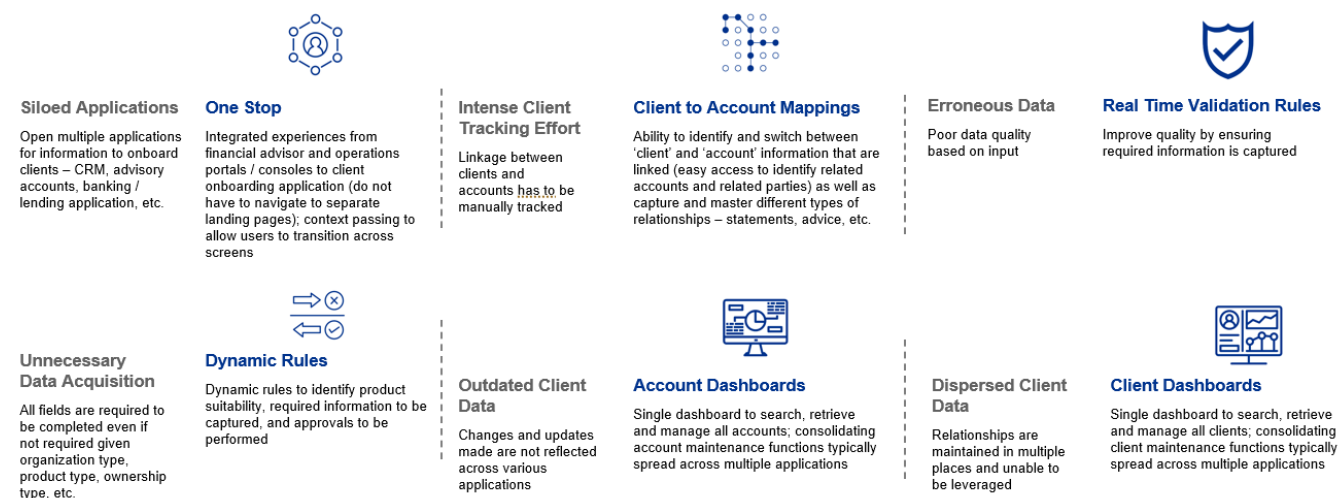
Drivers for change

While COVID-19 has fueled investments in the wealth management space—with 10 million new brokerage accounts opened in 2020, and massive increase in discretionary accounts—one in three financial institutions continue to lose clients due to inefficient onboarding and servicing experiences, plus the inability to provide self-servicing capabilities to their clients.

Drivers for Change

Growth in Clients and Accounts

Market growth since 2008...
S&P 500: 14.7% & DOW Jones: 15.03% 10 YR annualized returns

Growth of HNW/UHNW Segments...
53% growth in billionaires: '10-'19 / 675K growth in millionaires: '18-'19

Young & home-bound COVID-19 investors...
Record 10M new brokerage accounts opened in 2020

Massive increase in discretionary wealth mgmt...
Evolving Wrap, SMA, & UMA solutions driving account growth

Increased Account Complexity

1 in 3 financial institutions have lost customers…
Due to inefficient onboarding and 81% believe poor data management lengthens onboarding and negatively affects customer experience.

Evolving products and solutions
New products have varying client suitability and onboarding requirements.

Nearly continuous regulatory changes…
Reg BI, GIPS 2020, Dodd-Frank, JOBS Act

Digital and remote anywhere…
Temporary address changes, e-delivery capabilities, digital signatures

Business and Operational Objectives

Deliver Great Experiences
- *Provide clients transparency*
- *Strengthen Financial Advisor (FA) retention*
- *Reduce time for FA support teams to execute activities*

Future-proof & Enable Scalability
- *Enable high volume onboarding & maintenance requests*
- *Reduce onboarding complexity*
- *Expedite regulatory compliance*

Drive productivity and efficiencies
- *Faster client onboarding leads to faster revenue recognition, cross-sell, and retention*
- *Optimize FA and FA support team time*
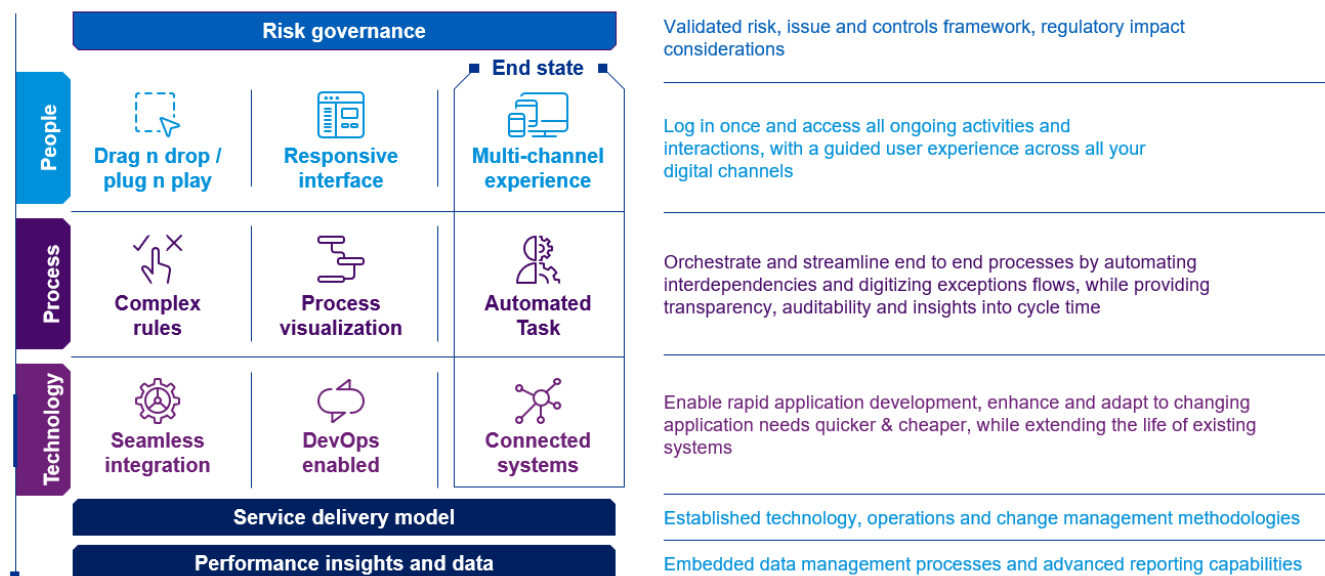- *Provide friction free-processes to upstream and downstream stakeholders*

The complexity of onboarding

Many wealth management organizations struggle with siloed applications and technology with little to no integrations, multiple sources of data, and lack of end-to-end view into onboarding—with an overreliance on paper for servicing requests. The challenges of incomplete data and poor data quality are among the biggest culprits for elongating onboarding time, and the requirement for multiple, and often redundant, reviews by multiple departments. A well-integrated, modern, and nimble solution is what is needed to address these key challenges.

Siloed Applications

Open multiple applications for information to onboard clients – CRM, advisory accounts, banking / lending application, etc.

One Stop

Integrated experiences from financial advisor and operations portals / consoles to client onboarding application (do not have to navigate to separate landing pages); context passing to allow users to transition across screens

Intense Client Tracking Effort

Linkage between clients and accounts has to be manually tracked

Client to Account Mappings

Ability to identify and switch between 'client' and 'account' information that are linked (easy access to identify related accounts and related parties) as well as capture and master different types of relationships – statements, advice, etc.

Erroneous Data

Poor data quality based on input

Real Time Validation Rules

Improve quality by ensuring required information is captured

Unnecessary Data Acquisition

All fields are required to be completed even if not required given organization type, product type, ownership type, etc.

Dynamic Rules

Dynamic rules to identify product suitability, required information to be captured, and approvals to be performed

Outdated Client Data

Changes and updates made are not reflected across various applications

Account Dashboards

Single dashboard to search, retrieve and manage all accounts; consolidating account maintenance functions typically spread across multiple applications

Dispersed Client Data

Relationships are maintained in multiple places and unable to be leveraged

Client Dashboards

Single dashboard to search, retrieve and manage all clients; consolidating client maintenance functions typically spread across multiple applications

Why low/no-code platforms?

A comprehensive low-code platform makes it simple to build powerful enterprise applications—fast!

Risk governance		
		End state
People Drag n drop / plug n play	Responsive interface	Multi-channel experience
Process Complex rules	Process visualization	Automated Task
Technology Seamless integration	DevOps enabled	Connected systems
Service delivery model		
Performance insights and data		

Validated risk, issue and controls framework, regulatory impact considerations

Log in once and access all ongoing activities and interactions, with a guided user experience across all your digital channels

Orchestrate and streamline end to end processes by automating interdependencies and digitizing exceptions flows, while providing transparency, auditability and insights into cycle time

Enable rapid application development, enhance and adapt to changing application needs quicker & cheaper, while extending the life of existing systems

Established technology, operations and change management methodologies

Embedded data management processes and advanced reporting capabilities

How can I use low/no-code platforms for onboarding and maintenance?

KPMG clients are leveraging low/no-code platforms to quickly build and deploy modern applications to collect data and documentation, leverage workflow capabilities track the process and related delays, leverage data validation rules to reduce errors and improve data quality, as well as provide self-servicing capabilities to clients and advisors for maintenance requests.

Client Onboarding includes:

- Collect and update client information for individuals, organizations, trusts, etc.
- Create accounts for various product offerings
- Review and approve accounts
- Collect and maintain required documentations
- Capture account relationships and preferences
- Perform initial risk and compliance activities – FA registrations, KYC/AML, FATCA, etc.

Service—Maintenance includes:

- Manage and maintain addresses
- Perform name and title changes
- Process account change of ownership requests
- Update and process other client and account changes—payment preferences, account conversion, close/reinstate accounts, etc.
- Maintain relationship(s) among accounts and clients
- Perform ongoing risk and compliance activities – FA registrations, KYC/AML, FATCA, etc.

How does it benefit my employees, advisors, and investors?

Stakeholders engaged throughout the end-to-end processes of onboarding and account maintenance receive efficiencies and capabilities that support them in achieving their individual goals and deliver an overall superior client experience.

Financial Advisor
- Reduce time spent on client administration and increase time on advising and acquiring clients
- Transparency on progress to onboard or update account
- Access to relevant information while reviewing and approving

Client Service Agent
- Reduce time spent on client administration and increase time on advising and acquiring clients
- Transparency on progress to onboard or update account
- Access to relevant information while reviewing and approving

Investor
- Transparency in onboarding process
- Integrated experience across channels—in person, self-service, etc.
- Submission of information once to be updated everywhere

Operations and Compliance
- Timely access to new accounts and updates
- Ability to capture required information as early as possible
- Golden source of data captured and maintained to be leveraged for all stakeholders

What KPMG can do

Your organization's client onboarding needs are unique, and require customized solutions. KPMG has extensive experience in assisting our clients with analyzing their plan sponsor client onboarding operations and technology ecosystem. We develop bespoke digital solutions that address your business and product aspirations, and your technology roadmap.

Industry insight
We know where the industry is heading, and what is required to stay competitive

— We will bring relevant industry insights and experience

— We understand what good looks like, and will help you to design processes and select technology solutions that are industry leading and flexible, to meet your current and future needs

— Our extensive knowledge of the onboarding processes and 3rd party platforms means we are coming in with a point of view

Tested processes
KPMG has delivered over a dozen industry leading digital client onboarding solutions on leading low and no-code platforms for our clients in the U.S., Canada and Asia.

Our solution design and implementation approach is built and refined on years of experience, to accelerate your digital transformation journey.

We have a repository of industry leading onboarding process capabilities to guide the process:

— 200+ functional and non-functional requirements
— High Fidelity Wireframes
— Data dictionary
— Journey maps
— Leading architecture designs
— Test plans and scripts
— Sprint delivery plans

Experienced professionals
We have a strong team of functional and technical experts with real-world experience in reengineering current processes, designing target customer journeys, architecting leading cloud solutions, and implementing these solutions on a number of traditional and low/no-code platforms.

Our team of senior solution architects and integration specialists have real-world experience in delivering high performance and secure client onboarding applications

With us, there is no knowledge curve, and we will rapidly transition to building the solution in an agile manner

Vendor management
We will bring a point of view on leading technology solutions to meet your immediate and long term needs

— We have built strategic alliances with over 50 leading technology firms

— We will bring a holistic approach to technology provider selection that considers the culture, ecosystem and support model fit in addition to technical capabilities

Contact us

Daisy Tung
Wealth Management Solutions Lead
E: daisytung@kpmg.com

Michael Harper
Low/No-Code Solutions Lead
E: mcharper@kpmg.com

Harvinder Bhatia
Financial Services Low/No-Code Lead
E: harvinderbhatia@kpmg.com

Raj Konduru
Low/No-Code Architecture Lead
E: rkonduru@kpmg.com

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