

## Survey Highlights (% of respondents)



### Recent Challenges and Future Drivers

61%

cite the rise of passive funds as a key challenge

57%

cite accelerating fee compression as a key challenge

67%

cite democratization of private markets as a key driver of future business growth

59%

cite intergenerational wealth transfer as a key driver of future business growth



### Adoption and Impacts of AI and GenAI

41%

are in the implementation phase of AI and a further 5% are in the maturity phase

26%

are in the implementation phase of GenAI and a further 3% are in the maturity phase

48%

rate the future impact of AI & GenAI on their business as medium and a further 29% rate it as large

64%

believe that the biggest future impact of AI & GenAI will be on investment process



### Outsourcing Across the Value Chain

72%

have outsourced custody and settlement in the back office

35%

have outsourced IT infrastructure in the middle office

20%

have outsourced trading in the front office

59%

cite cost reduction as the main benefit of outsourcing



### Features of Winning Business Models

67%

cite democratized access to private markets as a key feature

59%

cite performance-based fees as a key feature

57%

cite technology-assisted personalized portfolios as a key feature

55%

cite outcome-oriented investments as a key feature



### Centrality of Leadership, Culture and Talent

64%

have leaders who are setting a credible vision of a digital future

60%

have leaders who are putting their clients at the heart of the vision

58%

have built their core values into business processes & staff behaviors

62%

are seeking to ensure that staff have skills, values and behaviors that support the vision