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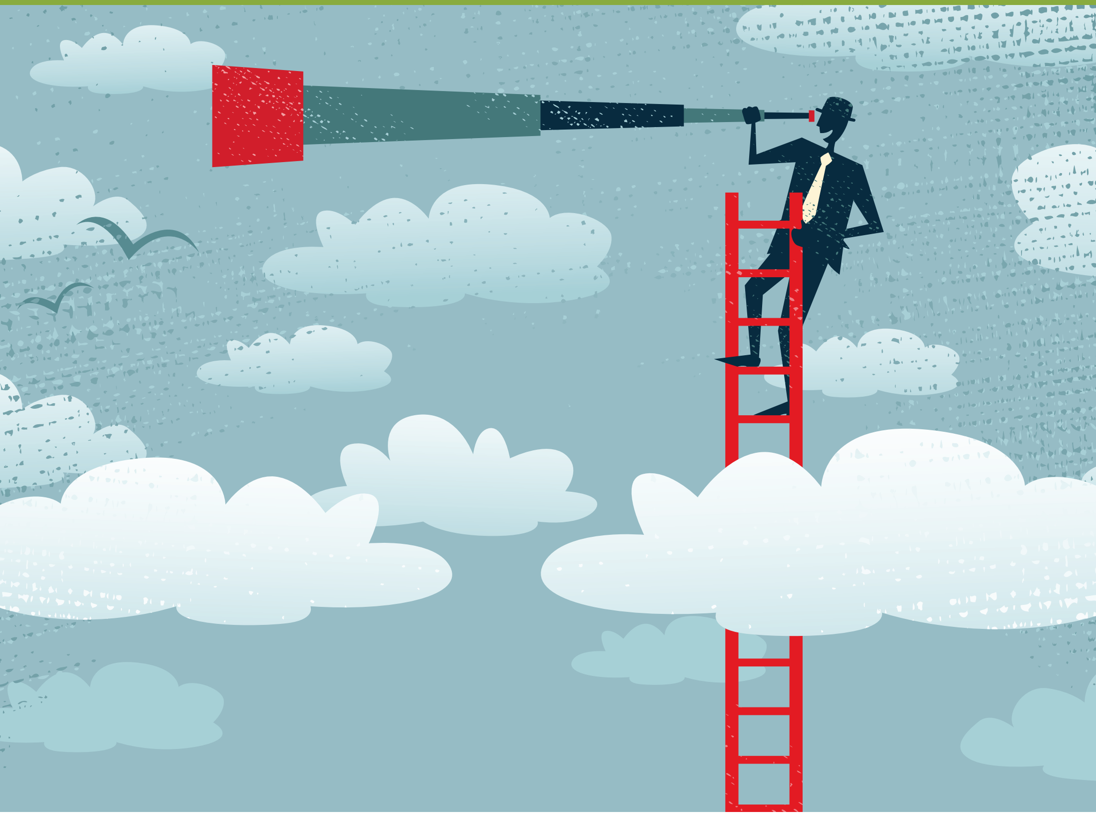


Wells Fargo launches Fund View

Wells Fargo Global Fund Services has launched an enhanced operational management system for hedge and private equity funds.

Fund View is composed of three modules, or views, covering operations, accounting, and investors and regulations, according to Wells Fargo.

The operations view will provide middle- and back-office activities such as trade capture, securities and cash reconciliation, confirmations, settlement, cash and collateral management, asset servicing and profit and loss calculations.

The account view will cover activities related to NAV calculations and financial statement processing.

The investor and regulatory view is for subscription/redemption and capital call/distribution, know-your-customer and anti-money laundering, and investor account and servicing activities.

Fund View also provides advanced tools for managing counterpart, valuation and other critical operational risks, and for accessing information for supporting capital raising and investor service-related activities.

Christopher Kundro, head of Wells Fargo Global Fund Services, said: “Fund View provides managers with operational information on a real-time basis enabling them to better manage and analyse post-trade activities.”

“It will provide our customers with the critical information they need for monitoring and measuring operational activities, analysing and mitigating operational risk, and ultimately, ensuring that their funds are operating efficiently and effectively.”

GAIA launches alternatives messaging framework

The Global Alternative Investment Automation (GAIA) group has created a new operational messaging framework for alternative investment funds.

Initial tests include orders and reporting, and messages are designed to carry across various messaging infrastructures, using the same ISO 20022 messaging formats used for mutual fund processing.

The GAIA group includes alternative fund administrators Clearstream, DTCC, Euroclear, Idea Group, J.P. Morgan and Northern Trust. The group is now focusing on finalising the testing phase and promoting the widespread use of messages in the industry, as well as looking in to additional flows that could benefit from automation.

readmore p2

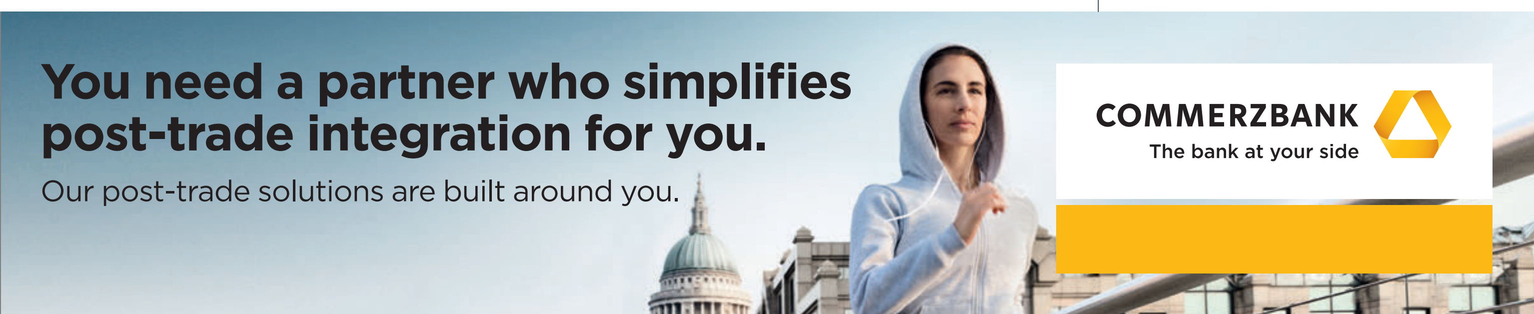
Funds unprepared for money market reform

US fund managers are unprepared and uncertain over the upcoming money market reform (MMR), according to a survey by SimCorp.

Affected funds must comply with the MMR rules on floating net asset value (NAV), liquidity fees and redemption gate rules by October 2016, including amendments to Rule 2a-7. This rule will affect floating NAV, limit underlying holdings for money market funds and introduce liability requirements. It will also mean stress testing and affect disclosure and reporting.

In the online survey, 85 percent said they have ‘limited to no’ understanding of the Securities and Exchange Commission’s final ruling on 2a-7, while 75 percent admitted that their organisation is not properly prepared for MMR.

readmore p2



GAIA launches alternatives messaging framework

Continued from page 1

Formed in August 2014, the GAIA group aims to bring automation and best practices to operational flows in the alternative investment industry, which previously relied on manual and inefficient processes.

Idea Group CEO Bill Gourlay said: "The lack of proper message automation in the alternatives space has been a problem for many years, and has defeated a number of former initiatives. We are delighted that GAIA has successfully found a way of not only meeting this challenge, but of also bringing together traditional and alternative funds into the same messaging structure."

Jo Van de Velde, head of product management at Euroclear, commented: "In providing the infrastructure for standardised and harmonised messaging we are bringing the hedge fund industry to a more streamlined, efficient and less costly post-trade environment."

Ann Bergin, managing director and general manager of wealth management services at DTCC, said: "Standardisation will help the alternative investment industry tremendously, and we're happy to be a part of this effort."

She added: "Standardisation provides efficiency and scalability, which are critical to support broader accessibility and the projected dramatic growth in the alternatives markets."

Funds unprepared for money market reform

Continued from page 1

Only 23 percent said they are currently able to strike multiple NAVs during one day, and 19 percent receive alerts when daily liquidity dips to 10 percent or less.

Marc Mallett, vice president of product and managed services at SimCorp North America, said: "Stakeholders rely on their firm to make wise investment decisions on their behalf based on accurate numbers. Without them, the entire process becomes compromised."

The survey was conducted in a webinar hosted by SimCorp and KPMG and included 100 respondents from 58 different firms across North America.

Pension fund admin shifting

An increasing demand for lower costs and more effective administration is leading pension funds to look towards banks for administration functions, according to Charl Bruyns, head of investor services in South Africa at Standard Bank.

The role of custodians is evolving beyond traditional functions, that is, safeguarding assets and settling trades, and custodians are becoming more involved in the administration of pension fund investments, according to Bruyns.

Banks that have scale and market penetration can help bring costs down by integrating functions that would have been outsourced.

Bruyns said: "It is important to take costs out of the value chain. The cost of service has come down and in the next five years we will see more consolidation from providers."

Traditionally, pension funds tend to have several segregated investment mandates across the asset management industry, meaning it can be difficult for funds to view all of their assets, according to Bruyns.

"By reducing the layers in the administration process, it allows for a decrease in the number of parties involved in the management of the funds," said Bruyns.

There is also an increased focus on asset safety, meaning that providers with a full suite of service offerings are becoming more popular. Processing transactions through a master custodian can also lead to improved administration services and lower costs.

A move towards technology solutions can also help funds to stay up-to-date with increasingly complex investments, and lead to more consistency across portfolios.

"It's the right shift as it's all about safety. The custodian protects you when the asset manager trades. Asset safety is the number one priority," said Bruyns.

"Being able to adequately monitor investments is important and we are already seeing this consolidation taking place globally, where administrators are collapsing into the banks, which then become the record keeper and ensure compliance functions are met."

Nearly half of banks' process costs are wasted

Up to 40 percent of banks' processing costs for trades could be saved by adopting a 'utility' model, according to a Broadridge Financial Solutions study.

Large banks can currently spend between $6 billion to $9 billion processing standardised trades annually.

The study, Charting a Path to Post-Trade Utility, suggested that by sharing in a range of trade processing functions—from core post-trade processing, reference data and reconciliations to trade expense management, corporate actions, and tax and regulatory reporting—in a utility model, the industry could save up to $4 billion each year.

The report stated: "Post-trade processing represents a natural starting point for an industry utility. It is central to the trade lifecycle—matching buyer and seller records, confirming trade terms, clearing and settling trades, calculating margins and performing custody and asset servicing."

"As the system of record for banks, it also delivers a range of data useful to other critical functions, including corporate actions, tax and regulatory reporting, and reference data."

"A post-trade utility would mutualise regulatory investments and aid with 'living wills', which require large institutions to show how they would plan for an orderly resolution process in the event of a failure."

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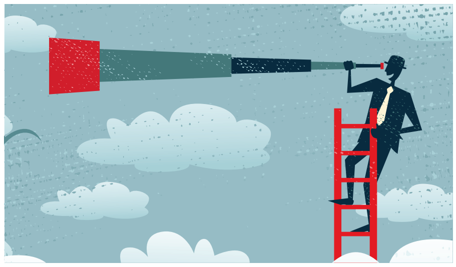

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CSCS to improve market liquidity

Nigeria's Central Securities Clearing System (CSCS) is looking to boost market liquidity through its securities lending and borrowing (SLB) and post-trade allocation process flows to capital market operators.

The SLB arrangement would enable market participants to lend securities from a registered securities lending agent (SLA), according to Joseph Mekiliuwa, general manager of operations for CSCS.

The arrangement is aimed at custodian banks and their brokers and will help market participants to go short by selling securities that they do not have and lending from the SLA to cover their short position before the settlement date.

For transfers that are required by a borrower to settle short sale transactions the SLA and borrower would have to complete the transfer request by midday, two days before settlement (SD–2) to allow CSCS deliver the shares into the borrower's account a day to settlement (SD-1), according to CSCS.

CSCS also specified that it wouldn't allow shares to be lent on behalf of the owner of the shares either from a segregated or omnibus account without a securities lending authorisation agreement.

Global Prime Partners receives Hong Kong licence

Global Prime Partners has received regulatory approval from the Securities & Future Commission of Hong Kong.

Following its approval, Global Prime Partners will now begin trading from its Hong Kong office. The new office will provide execution and prime brokerage services to Asia-based fund managers, family offices and professional traders.

The Hong Kong office, headed by Alastair Sclater, formerly of Newedge and UBS, is already experiencing strong demand for its services.

The growth in revenue at Global Prime Partners of over 30 percent during the last 12 months, combined with the opening of the new Hong Kong office, reflects investors' growing demand for its trading and prime brokerage services.

These services are aimed at the small- to medium-sized fund managers that are being overlooked by banks and the larger broking firms.

Julian Parker, chief executive of Global Prime Partners, said: "The opening of our Hong Kong office demonstrates our long term commitment to client servicing in Asia. We are already experiencing high levels of interest in our services offering and look forward to launching further products in the region."

"The entire broking industry is experiencing a new wave of demand from sophisticated investors who are finding it harder to attract the attention of banks and custodians."

ParFX launches offshore renminbi trading

Electronic trading platform ParFX has added offshore renminbi (RMB) to its tradable currencies. After extensive testing, the US dollar and RMB pair went live on 14 September.

The addition comes as a response to global demand from ParFX's founder banks and customer base, which has grown significantly since its launch in June 2013.

It also reflects the increasing reach of RMB, and China has made efforts to promote it as an international currency.

According to ParFX, since spot trading was introduced in the offshore market in 2010, trading levels have increased significantly, and

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liquidity has been fuelled by increased interest from investors around the world—RMB trading centres have appeared in Hong Kong, London and Singapore.

Chris Knight, head of e-FX trading at Standard Chartered Bank, one of ParFX's supporting banks, said: "Offshore renminbi trading was almost non-existent five years ago but today ranks amongst the top-five most traded currencies globally. Given China's role as a regional and global business hub at the centre of economics and commerce, it has become critical for us to trade CNH in an orderly and fair environment."

"We founded ParFX for this very reason; its concept is rooted in transparency and the platform has already proven to be a strong deterrent against disruptive trading behaviour. For this reason, we are delighted introduce the offshore renminbi to the ParFX trading community."

ParFX COO Roger Rutherford added: "The addition of the offshore renminbi marks an exciting milestone in our expansion and will significantly strengthen our presence in Asia in particular."

"The number of institutions trading on our platform globally continues to grow, and with our randomised matching engine, firmness of pricing and a truly level playing field for all participants, we believe ParFX offers the benchmark model for an efficient and transparent trading environment."

Barclays implements SWIFT onboarding tool

Barclays Corporate has implemented SWIFT's MyStandards Readiness Portal solution for onboarding and has successfully used the platform for Navigators Insurance.

The collaborative standards management engine allows users to test messages against specifications, assessing their ability to reach the desired quality and straight-though processing (STP) rates.

It intends to make the onboarding processes easier, while improving speed and accuracy.

This announcement comes days after Deutsche Bank released that it is now using the Readiness Portal for onboarding technical clients. MyStandards is now used by 45 large global banks, corporates and market infrastructures for documenting exchange formats.

Nick Morrissey, director of cash management channels at Barclays Corporate, said: "Through MyStandards, our customers can adopt an automated, self-service approach to test messaging early on in the process, eliminating the need to rely solely on bank resources to complete the testing.

"It removes the bottlenecks and streamlines the onboarding process to the point where we have enhanced the on-boarding time for new clients from months to weeks."

Ellen Dion, vice president and corporate treasurer at Navigators Insurance, said: "MyStandards played a key role in helping to onboard Navigators Insurance with Barclays."

"It is a useful tool that provides one view into the testing activity across multiple parties, so you can see exactly where you are in the process. The testing provided great feedback that enabled us to progress the implementation more smoothly, it made the onboarding with Barclays very quick and easy."

Marc Delbaere, head of MyStandards at SWIFT, added: "I am very pleased and impressed by Barclays's success in rolling out MyStandards for corporates on-boarding. Integrating MyStandards into day-to-day on-boarding processes can significantly reduce the implementation time resulting in a faster time to market on both ends."

"This will have a significant impact on the industry, particularly as adoption of this collaborative platform grows. At SWIFT, we want to make standards simple whether it's for banks or corporates."

Digital bank adopts OneSumX reporting solution

Atom Bank, the UK bank designed for digital solutions, has chosen Wolters Kluwer Financial Services to manage its regulatory reporting requirements.

The bank will use the OneSumX Regulatory Reporting solution to manage UK and European Banking Authority reporting requirements, a selection based on Wolters Kluwer's solution, expertise in the subject matter and localised services and support.

Atom Bank was granted its licence by the Bank of England in June, and is now planning the launch of various products and services later in the year. There include personal and business banking products that will be delivered using the mobile app.

OneSumX Regulatory Reporting is part of the overall OneSumX Compliance suite.

It is designed to help with consistency, reconciliation and accuracy by using a single source of data. It can help firms to address statutory, prudential, transactional and statistical requirements both on a local and global scale.

Dave McCarthy, CFO of Atom, said: "Championing customer experience with a low-cost model, transparent pricing and digital innovation is what we are all about at Atom.

"And, like all banks, we need to ensure we have robust systems in place that can demonstrate our commitment to upholding the highest standards."

Clive Pedder, managing director for Europe, the Middle East and Africa at Wolters Kluwer Financial Services, added: "In today's environment, financial institutions are constantly adapting and developing. The rise of so called challenger banks is a particularly interesting trend in the UK market."

BSC sparks new partnership with Euroclear

BCS Financial Group can now access Euroclear, the world's largest international central securities depository, through BCS Prime Brokerage.

Euroclear will allow BCS to broaden its product offering, enhance its operational efficiency, reduce risks and optimise the costs of trading, settlement and custody services.

Tim Bevan, CEO of BCS Prime Brokerage, said: “The Euroclear membership is one of a number of building blocks BCS will put in place over the coming months.”

“The membership approval proves our sustainable business strategy and allows further international expansion. We have managed to strengthen our business despite the difficult market conditions in 2014.”

SmartStream revamps TLM Reconciliations Premium

SmartStream has released a new version of TLM Reconciliations Premium that provides a new reconciliation package for short-term investment funds.

The most recent release delivers significant performance increases, above 40 percent, with the highly scalable deployment options across data loading, transformation and matching services, according to SmartStream.

The package is available in a variety of flexible deployment options, from on-site, cloud based or fully managed service, and organisations are now able to reduce the total cost of ownership, which before was not an option.

It also provides enriched services for exchange-traded derivatives, over-the-counter and net asset value reconciliations.

Darryl Twiggs, executive vice president of product management at SmartStream, said: “Complexity and the rise in volumes for reconciliations has led us to make these new enhancements. We have a user committee of tier one banks whose major concern was to deal with the current surge in reconciliations data. So far the feedback for version 2.5 has been very positive with a good uptake.”

The refurbished solution includes an alerting function that informs users of any immediate problems or exceptions. In addition, important functionality has been added so users can access data quality quickly.

CAB voices support for SWIFT KYC Registry

The Caribbean Association of Banks (CAB) has endorsed SWIFT’s Know-Your-Client (KYC) Registry, after 45 banks in 16 countries in the region signed up to the service.

The KYC Registry is a central repository that maintains a standardised set of information on correspondent banks’ requirements for KYC compliance. Banks contribute a ‘baseline’ set of data for validation, which can be shared with counterparties.

Banks retain ownership of their information, as well as control over what other institutions can see. Contributors are not charged and, for 2015, institutions that contribute can also consume data free of charge.

The registry is designed to help facilitate compliance in correspondent relationships worldwide, while offering a simple and secure way to exchange standardised information, increasing efficiency and reducing risk. More than 1,300 institutions in 168 countries now use the service.

Joanna Charles, chair of the Caribbean Association of Banks, said: “In keeping with the [our] mandate of advocacy and the strengthening of the regional financial services sector, we strongly support SWIFT’s global initiative to reduce the cost and risk related to know-your-customer correspondent banking compliance.”

She added: “The KYC Registry enables member banks to proactively share information with correspondent banks, increasing efficiency, reducing cost and allowing our region to demonstrate transparency and KYC compliance more effectively.”

Bart Claeys, head of KYC compliance services at SWIFT, said: “We are very pleased with the level of participation from financial communities across the Americas. Adding the CAB to a growing list of associations and central bank endorsers demonstrates the value of the KYC Registry in enabling financial inclusion across developing markets.”

CashPro Invest expanded to Europe

Bank of America Merrill Lynch has expanded its CashPro Invest online liquidity and investment order entry tool to its European clients.

The solution is fully integrated with CashPro Online, Bank of America Merrill Lynch’s corporate banking portal, and offers investment execution, research and reporting capabilities for money market mutual funds.

It allows clients to view investment account balances, research and compare money market funds, view and download transaction history and other reports, and customise controls to support company investment policy.

Clients in Europe can also enter investment orders for money market funds across various currencies.

CashPro Invest is used by clients of Bank of America Merrill Lynch’s global liquidity investment solutions (GLIS) group, a team that specialises in consultative investment and provides end-to-end investment and liquidity solutions.

The GLIS team recently expanded in to Europe and opened an office in London.

Greg Kavanaugh, head of global core cash management at Bank of America Merrill Lynch, said: “Through CashPro Invest, our clients in Europe can now more easily execute investment orders, using the same sign-in and navigation they already are familiar with using CashPro Online.”

He added: “With this service, our clients have the critical, timely information they need to manage their investment decisions, and a streamlined process to place current- or future-dated orders.”

DTCC and LSEG partner up for MiFIR

London Stock Exchange Group (LSEG) has partnered up with DTCC to provide a reporting service for the Markets in Financial Instruments Regulation (MiFIR).

DTCC clients will gain a connection to LSEG’s UnaVista platform and its approved reporting mechanism (ARM).

MiFIR reporting requirements will add to current European post-trade reporting for derivatives trading activities—currently UnaVista and DTCC process a combined total of 20 billion regulatory reports every year, covering all asset classes and global markets.

Through the partnership, users or DTCC’s Global Trade Repository will submit a single report combining both MiFIR and other elements. Data relevant to MiFIR will be directed to UnaVista to be validated and reported to the relevant authorities.

DTCC users will also have access to the UnaVista interface, allowing them to manage exceptions and gain a more advanced business insight.

Mark Husler, CEO of UnaVista, said: “MiFIR is designed to improve financial market transparency and both companies want to act early to respond to customers’ demand and ensure clients have as much time as possible to prepare for the upcoming regulatory changes.”

“DTCC’s clients will benefit from UnaVista’s well-established and proven regulatory reporting technology, which has made it the largest MiFID ARM in Europe.”

Users are already able to access UnaVista’s MiFIR test environment ahead of the reporting deadline in Q1 2017.

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All aboard

As the industry prepares for the voyage to Sibos in Singapore, panellists and keynote speakers will be scrubbing up on their topics

STEPHANIE PALMER REPORTS

The entire financial services industry is gearing up for a week of payments, technology and sunshine aboard Singapore's suitably extravagant Marina Bay Sands hotel. In the teeny city-state, SWIFT's annual Sibos gathering will address issues affecting the Asian markets as well as those technical and regulatory challenges that span not only borders, but entire continents, too.

Set in the heart of Asia, the conference addresses some of the significant activity and rapid change seen in the region in the last few years, as well as the ups and downs that some regions have experienced.

Sven Bossu, head of Sibos at SWIFT, says: "Asia is playing an important role in the global banking industry and its banking sector is reshaping itself to operate in the post-financial crisis environment. Asian banks have been affected by global regulatory efforts aimed at improving the soundness of the banking system."

"As a consequence, a key challenge for banks in Asia is the implementation of regulatory requirements. As the Asian deal market is growing, it also presents opportunities for financial services. For example, there is a shift towards mobile banking and real-time payments, and the growth of the renminbi (RMB) as an international payments currency."

This internationalisation of RMB features heavily in the conference programme. In 2014, it overtook both the Canadian and Australian dollar in global payments. According to Bossu, four years ago, RMB ranked thirty-fifth among the most used currencies in the world. Usage has increased by 321 percent in the last two years, and RMB now enjoys a top-five spot, alongside the likes of the Japanese yen, British pound, US dollar and euro.

Stephanie Marelle, head of Hong Kong at BNP Paribas Securities Services, suggests that the rapid growth is part of several Chinese initiatives to open up the capital markets. She says: "Chinese policymakers are clearly determined to connect its capital markets with the global economy, by providing foreign investors multiple and easier access to a broader range of investment instruments that were previously unavailable to them, for example the Hong Kong-Shanghai Stock Connect."

"It is hard to overstate the significance of Stock Connect, which represents nothing less than a huge leap in the opening up of Chinese capital markets."

Marelle also points out that this has led to the establishment of similar programmes—the Shenzhen-Hong Kong Stock Connect is set to launch by the end of 2015, or early in 2016.

"This will open up the stock available dramatically and provide new investment options as Shenzhen stocks are predominantly tech sector or 'new China', a developing sector of smaller cap stocks likely to attract different types of investor," says Marelle.

But Asian markets are unlikely to take all of the limelight. Attention is also likely to be centred on the summer go-live of Europe's Target2-Securities (T2S).

The first wave of the harmonised pan-European securities settlement platform went live in June as Switzerland, Greece, Malta and Romania all successfully joined. Italy joined on 31 August, bringing about 98 percent of the trades currently processed on the platform.

Philippe Ruault, head of clearing, settlement and custody product at BNP Paribas Securities Services will be speaking about T2S intra-day liquidity, along with Orla McTiernan, head of cash and liquidity market and financial services at BNP Paribas Securities Services.

While the benefits of T2S have been hailed, especially by those offering solutions in the first-wave countries, Ruault and McTiernan cite data analysis by BNP Paribas Securities Services that suggests that becoming a directly connected participant to T2S might not create the liquidity optimisation that custodians have been expecting.

> "The Art Walk pieces have been created by children from disadvantaged backgrounds. We are delighted to showcase the work of these gifted young artists"

Ruault says: "Under T2S, many banks will expect to benefit from needing only a single pot of collateral in order to trade across Europe, using a harmonised set of rules and processes. But the numbers suggest otherwise. While direct involvement in T2S may offer advantages for certain firms, these advantages can be significantly increased through the use of an agent bank."

McTiernan adds to this, saying: "T2S creates a new model for settlement in Europe but the apparent benefits do not always stand up to scrutiny. Banks, custodians and brokers need to speak with their partners to test any assumptions they have made about how to reap the greatest benefit from this game changing upgrade to Europe's financial infrastructure."

Presentation of new data, discussing industry initiatives, and bickering between panellists may be what Sibos is all about, but several sessions are also focusing on the more human aspects of the industry.

With more and more attention on the end customer and the needs of the investor, financial services firms are also looking inwards to their own staff, and their leadership teams.

The diversity forum tackles issues like racial and sexual prejudice in the industry, and how heads of institutions can overcome unconscious biases to discover, and hold on to, a talented work force.

Bossu says: "After the financial crisis, businesses have proven that diverse leadership increases their competitiveness and is crucial to success. It protects companies from changes by becoming more adaptive."

"Nonetheless, there is still a lot to learn for companies about diversity and how to promote it. This is why at Sibos 2015 we will investigate how a diverse talent pipeline within financial services companies can be created and sustained so that in the future company leaders will be from diverse backgrounds."

The Innotribe start-up challenge celebrates entrepreneurial spirit and gives new entrants to the industry a platform and a voice—while the winners will receive a $1 million prize, as well. Having made it to the final stages after showcases around the world, Innotribe finalists will have a chance to pitch to potential investors and clients, who will vote for their favourite to win.

Stepping away from the office altogether, the conference also offers interactive workshops and meet-and-greets. A 5k fun run encourages delegates to get their trainers on and take in the city sunrise, while various drinks receptions and informal lunches culminate in the final closing party.

For Bossu, there is always a space for arts and creativity. He says: "One aspect of Sibos I hold close to my heart is the Art Walk, where we will have pieces of art with a financial theme exhibited throughout the convention centre."

"These pieces have been created by children from disadvantaged backgrounds and we are delighted to showcase the work of these gifted young artists."

Such energy and creativity is bound to be infectious, infusing the iconic big issue debates, where passionate speakers from around the world explore issues like internationalisation of RMB and the risks of disruption in finance.

Bossu says: "In terms of sessions, I am particularly looking forward to the big issue debates at Sibos this year and we have great panels lined up."

"There is a lot of hype around the 'internet of things'—from home appliances to the office environment," he adds. "But what are the implications on financial services and platforms?"

"We'll also take a look at innovations in technology presenting challenges and opportunities; and with geopolitical tensions on the rise, how this plays an increasingly significant role in in finance, technology, economics and regulation."

For a more in-depth look at some of the issues, keep an eye out for our Sibos annual and daily newsletter. We look forward to seeing you around the conference, whether you're getting involved in headed debates, strolling the Art Walk, or simply enjoying the view from the deck. **AST**

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Wait and SS&C

SS&C Technologies is causing something of a stir with its recent run of acquisitions, but CEO Bill Stone says it will lead to a better offering for everyone

STEPHANIE PALMER REPORTS

SS&C has made a number of high-profile acquisitions recently. What prompted these deals?

The largest was probably the acquisition of Advent, and since then we have also acquired Citi's funds services business, as well as Primatics Financial and Varden Technologies—a lot of work has been done to integrate these acquisitions. There is method to our madness. We might look at anywhere between 10 and 30 companies per quarter, but will only actually acquire a small percentage of those each year.

We already knew Advent well. We use its Geneva product in our fund administration business, so it made sense for us to own that rather than rent it.

We were also excited about Black Diamond, which is Advent's registered investment advisor (RIA) product, as the RIA space is growing rapidly, so that's an exciting place to be. There are several other great products, plus about 1,200 top-notch people who we're very excited to have on our team.

What does Advent bring to SS&C's business offering?

Each of their products is solving a problem for our clients. Black Diamond, for example, automates the interaction between the RIA and the customer, and Geneva is perhaps the most powerful accounting system in the world, capturing trades and delivering information while also doing net asset value calculations for a lot of sophisticated clients around the world.

What benefits will Advent's clients see?

SS&C holds a lot of intellectual property, primarily in software, and we have a large development team that can interact with Advent's development team. We are already experienced in Geneva, so can help Advent build products faster, and we have built a number of applications around Geneva, which we can now offer to all of Advent's clients.

We have experience and capabilities in different asset classes. We have the capability to manage hedge fund structures, private equity structures, hybrids, funds-of-funds, and more, whether its with an insurance company, asset manager or bank.

Are you seeing increased interest in outsourcing solutions? Why?

We are, and I think it's partly because it is increasingly difficult for companies to acquire and retain talent. Some of these firms only have 15 people in their middle and back offices, so if they have a high turnover of staff it can be difficult for them to get their work done. We have about 5,000 people working in outsourced back offices, so if we lose a few people—although we don't like it either—it doesn't impact us too much.

It's more about efficiency than about saving money. Efficiency means firms can grow if and when they want to. If they want to expand in to new areas, they can have the expertise directly at their disposal. If they want to move in to new geographies, they can work with someone who is already in those geographies.

We are seeing outsourcing of the whole process; trade capture, position valuation, collateral management, NAV calculation and investors servicing.

There are a lot of processes we are managing for our clients now that haven't been outsourced nearly as much in the past.

What kinds of challenges come with providing financial services solutions on a global scale?

There are different cultures, and different time zones. Even if we work a 24-hour day, the 24-hour day in Australia is different to that in London, which is different again to New York. The trading day is different, and you have to get that aligned.

We have teams all over the world that specialise in individual countries or particular regions. For a firm that has offices in multiple cities around the world, we would centralise their operation, but still have client-facing people in each city. That way we can capture all of that information, and transfer it to each location when their trading day starts.

It's also important to train people in a way they're used to, and to work effectively with local developers and real estate teams.

On top of that you have to work with the regulators to make sure you meet the regulations of each country. It's important to be sensitive, and to be a good global corporate citizen in those situations.

What are the benefits of growth through acquisitions, and what are the negatives?

The obvious benefits are increasing revenue and earnings, and gaining great people, products and services. We can gain that instantaneously without the risk of trying to build those products from scratch. They're ready, proven to work, and proven to sell, and then we have a chance to enhance them and market them, selling them with much more scale. These are all very positive opportunities.

However, a lot of investors are focused on organic growth, because that is something that firms create themselves, so it is important to grow organically. Some analysts are afraid that there won't be enough acquisition targets to continue growing in this way, however, our industry is so fragmented that there are still hundreds and hundreds of companies that are potentially available for acquisition. The supply is nowhere near being exhausted.

What we do is financial record keeping, and the worldwide spend on this is probably about $100 billion a year. Even after all of these acquisitions, we account for about 1.5 percent of that, leaving 98.5 percent to be taken care of by other companies. It's not going to get too burdensome until we're at 30 to 40 percent, and that is a long way off.

We're just interested in gaining great people, products and services, and we're very excited about what we have gained so far. AST

Bill Stone
CEO
SS&C Technologies

London
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Industry Events

GAIM Ops Ireland

Date: 20–22 October 2015
Location: Wicklow

GAIM Ops Ireland is Europe's preeminent hedge fund event for establishing best regulatory, risk and due diligence practices.

Now in its seventh year, GAIM Ops Ireland brings together COOs, CCOs, CROs, GCs and heads of operational due diligence from top-tier hedge funds, leading fund of funds, and major institutional investors to discuss best practices, debate trends, and network over three productive days.

GAIM Ops Ireland provides you with the opportunity to gain insight and interact with the industry's leaders, keep up-to-date with current regulatory issues, and improve your due diligence and compliance processes moving forward.

NeMa Americas 2015

Date: 27–28 October 2015
Location: Miami

The conference provides a unique gathering of industry speakers, from global and sub-custodians, brokers and exchanges, to CSDs, CCPs, regulators and technological innovators.

Do not miss this opportunity to find out from your peers, both on and off the record, how to survive and excel beyond 2015.


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Industry appointments

London Stock Exchange Group (LSEG) has appointed **Nikhil Rathi** as the new CEO of London Stock Exchange PLC, replacing Alexander Justham, who announced his intention to leave the group earlier this year.

Rathi joined LSEG as chief of staff in May 2014. He also serves as director of international development at the group.

Before this, he was director of the financial services group at the UK Treasury. He held various positions here for 11 years, and was involved in representing the UK's financial interests in the EU and internationally.

Xavier Rolet, CEO of LSEG, said: "I'm confident that under Rathi's leadership, London will continue to be the premier global market for both domestic and international companies that are attracted to London's unrivalled international investor base and deep pool of liquidity when raising capital to grow their businesses."

IFDS has hired **Stephen Mohan** as COO of its platform solutions business.

Mohan joins from Allfunds Bank, where he was head of the UK and Ireland. He will be based in the UK and report to CEO of platforms, Matthew Brown.

Brown said: "Mohan's proven success within the fund platform industry will be crucial as we continue to expand our services and capabilities within the wealth management space."

"His appointment adds significant experience to our platform leadership team and he will play a key part in developing our operational services."

Blythe Barber has joined JWG as managing director, focusing on the expansion of the firm's regulatory change management platform, RegDelta.

Barber has 12 years of capital markets experience and has held senior positions at Expand Research, part of the Boston Consulting Group, Capco, and Schneider Trading Associates.

PJ Di Giammarino, CEO of JWG, said: "As the industry tightens the nuts and bolts of G20's regulatory framework, Barber will help our clients face a pile of paperwork more than three Eiffel Towers tall by offering solutions which enable them to spot, know, assess and address every piece of relevant regulation."

Guernsey Finance has appointed **Zoë Cousens** as its first Middle East representative.

Based in Dubai, Cousens will act as the main point of contact for Middle Eastern firms and clients interested in Guernsey and will assist in hosting and arranging meetings, seminars or events for Guernsey businesses visiting the region.

She will continue her Guernsey Finance duties on a part-time basis alongside heading up Castellet Consulting DWC, a financial consultancy business she has established in one of Dubai's economic free zones to promote the range of Guernsey-based financial services available in the Middle East.

Guernsey Finance chief executive, Dominic Wheatley, said: "Cousens is well known in the Guernsey finance environment and has a breadth of knowledge gained over the last 30 years working in the industry."

DTCC has appointed **Mark Wetjen** as managing director with responsibility for leading the firm's global public policy function.

Wetjen will report to Larry Thompson, vice chairman and general counsel of DTCC.

He will work in Europe and Asia in a new partnership with Andrew Douglas, CEO of DTCC's European trade repository, on outreach to policymakers in the region.

Thompson commented: "[Wetjen's] reputation for his collaborative and thoughtful approach to addressing complex topics related to financial reform will be critical as policymakers continue implementing new rules to govern the financial markets."

Brown Brothers Harriman (BBH) has appointed **William Tyree** as its managing partner, effective 1 January 2016.

He will succeed **Douglas Donahue**, who has served in the role since 2008. Donahue will remain one of the firm's general partners. **AST**

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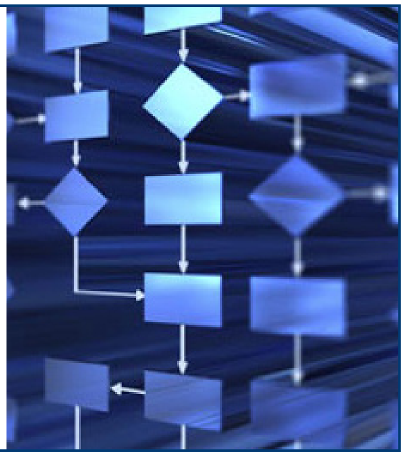


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