



ASSET & WEALTH MANAGEMENT TECHNOLOGY TRENDS REPORT

2017

endava.com



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WHY YOU SHOULD READ THIS

Technology innovations are enabling more business opportunities, increasing demand and reducing companies' time to react, and Asset & Wealth Management organisations are not immune to this dynamic. The expectations investors have (both institutional and private) are no longer compared solely with traditional competitors, but across a broad range of industries, geographies and user experiences.

Asset & Wealth Management companies stand at a defining point in the evolution of the industry, and the decisions that are taken will impact their future success. Traditional technology agendas such as regulatory reporting continue to increase in requirements and technology investment has always been a necessary overhead. A shift towards an effective technology strategy as a driver for market opportunity whilst making middle and back-office operations more efficient will position some organisations to take advantage of the opportunities that will present themselves.

At Endava, we work with some of the biggest Asset & Wealth Management companies in the world on market-changing initiatives. As a technology services provider specialising in delivering agile solutions based on the latest tools and approaches, we are ideally placed to help investment firms make the most of the digital opportunity.

Our Industry Trends Report, the first to be published with a focus on the Buy Side, is designed to give you a short overview and some opinions on the market forces and big technology trends that are being seriously considered by your competitors, as well as some of our own ideas applying cross-industry thinking to your sector.



ENDAVA LABS

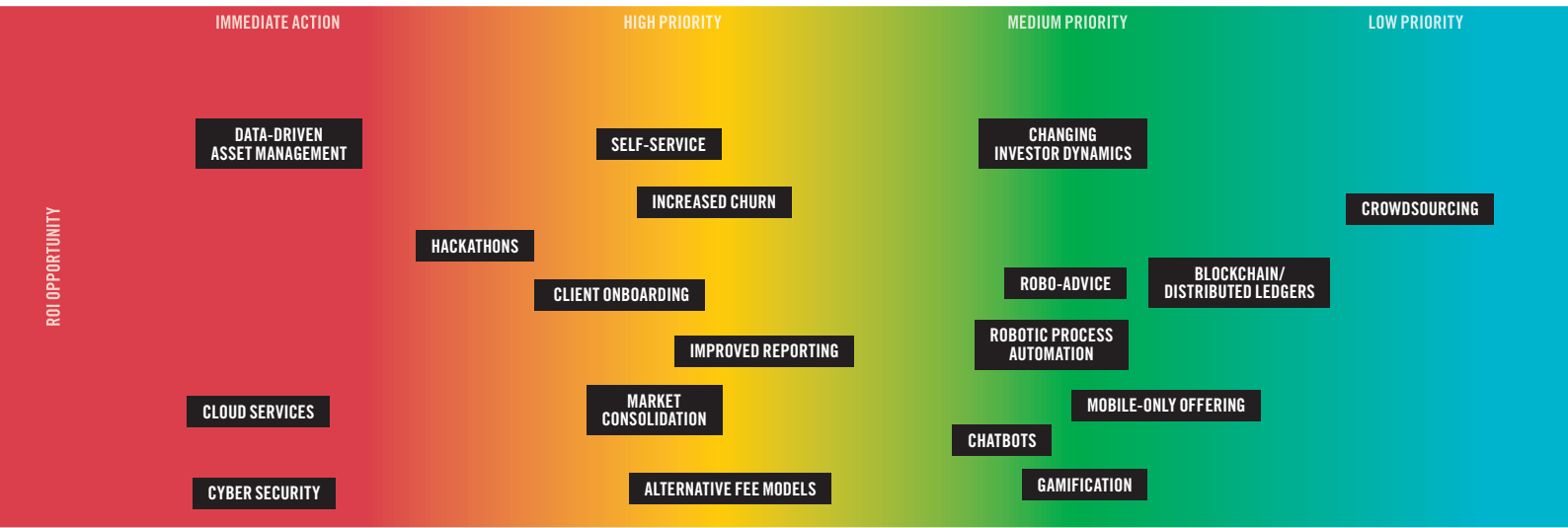
Endava Labs was set up to help our customers navigate through the challenging environment of increased competition and new technologies.

Innovation at Endava is one of our three main tenets, along with quality and productivity. In response to our regular surveys, our clients clearly state that innovation is one of the key reasons for choosing and staying with Endava.

Endava has a four-point strategy for innovation:

1. **Thought Leadership** – we encourage all staff to participate on social media, produce blogs and engage in public speaking.
2. **Hackathons** – we host several hackathons per year in our Central Europe locations. Some are used as recruitment vehicles, and some are internal initiatives. We now welcome our clients to participate – from participation as judges to full, joint branded hackathons.
3. **Process Innovation** – we encourage all staff to challenge our processes in order to constantly improve our services.
4. **Endava Labs** – an innovation think-tank and customer service offering to help solve future business challenges with proof of concepts, demos, and videos. Endava Labs can help our clients efficiently adopt a more ‘test and learn’ approach, and help launch new digital products much quicker.

TECHNOLOGY TRENDS



MARKET FORCES

Business models are being disrupted, due to emerging companies pushing new ways of investing, but also within larger AWM companies seeking to expand and engage a broader customer base.

ALTERNATIVE FEE MODELS

“CUSTOMERS ARE DEMANDING A SHIFT AWAY FROM PERCENTAGE-BASED OR TRANSACTION-BASED CHARGES AS THEY SEEK BETTER VALUE FROM THOSE WHO MANAGE THEIR MONEY”

Transparency and regulation put pressure on fee models and give investors more insight into where fees are going. The reducing variation on performance means that investment firms will need to be creative in justifying and retaining current fee models, or they must adapt.

Expect to see freemium-style pricing, or fee models focusing beyond pure performance on other factors such as re-investment of fees in social or environmental initiatives. Environmental, Social and Governance (ESG) platforms also move in this direction. Depending on the scale of the asset or wealth manager, we may see flat subscription or usage (value) based pricing.

These models, necessary to remain competitive, will nonetheless put further pressure on costs, requiring investment organisations to be more cost-effective and efficient across the board.

Source: <https://www.ft.com/content/1e4dd216-7cd9-11e5-98fb-5a6d4728f74e>

IN PRACTICE

Fee scrutiny is increasing and innovation will be the key to retaining higher fees.

Expect to see more innovative approaches appealing beyond direct performance and value to more creative drivers.



IN PRACTICE

An inevitable requirement impacting investment management firms will be to bring all channels together in a more integrated and consistent manner. Companies with strong omnichannel customer engagement retain, on average, more than 80% of their customers, compared to companies with weak omnichannel customer engagement.

CHANGING INVESTOR DYNAMICS

INVESTORS ARE DEMANDING INTERACTIONS ON THEIR TERMS.

“The rewired investor is here to stay and his influence over the rest of the investor class is likely to increase” - *Deloitte*

Alongside churn and the pressure to retain assets through transfers between generations, modern investors will approach their interactions very differently to a traditional relationship, and it is up to investment firms to adapt in order to retain them as clients.

The main differentiators of the modern investor include an expectation of personalisation, control, and decision-making. These are then amplified by the demands for seamless, 24/7 digital experiences serving as the main interaction point.

Put all this together and you have a complex, convergent technology requirement to satisfy.

Source: <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/strategy/us-cons-disruptors-in-wealth-mgmt-final.pdf>



IN PRACTICE

Endava has experience within AWM and Payments, improving the client onboarding processes for a number of companies.

A focus on producing high-quality interfaces and implementing rigorous testing approaches, combined with an open, confident dialogue toward clients during onboarding allows for all aspects of the process to be cared for and addressed successfully. As a partner, the ability to ensure a frictionless onboarding process is a strong differentiator in itself.

CLIENT ONBOARDING

EFFICIENT CLIENT ONBOARDING IS CRITICAL TO A DIGITAL SERVICE.

In 2016, one of the major trends we helped our clients take advantage of was the onboarding of new customers with their services.

In AWM and particularly within asset servicing, onboarding new clients can be a real test of freshly-formed relationships, as it tends to take longer than expected and is more error-prone than it should be.

Cumbersome, manual, or overly-complex new account creation activities are being replaced with modern technologies including workflow management, smart and flexible data management, and integration of internal and external process participants. These applications can provide a quicker, more cost-effective creation process which reduces error rates and improves client satisfaction.





IN PRACTICE

Whilst not a core trend for asset managers, this is an interesting example of how disruptive technology trends can be to the industry; in this case, a high-value established skill like portfolio management has effectively been commoditised.

Furthermore, this points to an increase of machine learning in portfolio management.

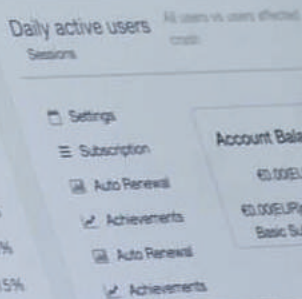
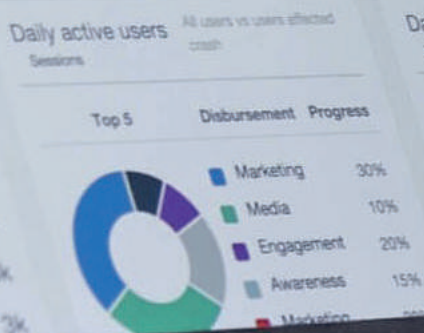
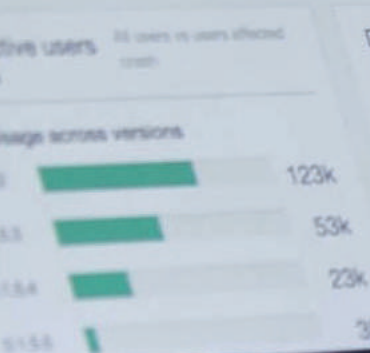
CROWDSOURCING

HEDGE FUNDS HAVE BEEN USING CROWDSOURCING PLATFORMS FOR RECRUITMENT AND DEVELOPING NEW ALGORITHMS.

Websites such as Quantopian, Numerai and Quantiacs allow anyone to create algorithms to make hedge funds more successful. These platforms compete with the hedge fund industry, to reduce the management fees plus profit share model.

These new crowdsourced websites offer minimal charges, presumably because of the very low salary costs compared to the hedge funds.

Systems like this demonstrate the complexity and diversity of technology execution in AWM, combining platform delivery with sophisticated data skillsets and industry experience.



IN PRACTICE

With the usage of machine learning, the consolidation of security static data from leading market data providers increased the STP Rate significantly by matching and automatically qualifying attributes—decreasing manual effort.

We see many areas where machine learning can be applied within the value chain of an asset manager, reducing manual processes and improving error handling.

DATA-DRIVEN ASSET MANAGEMENT

DATA, WITH THE TECHNOLOGIES AVAILABLE NOW, BECOMES THE OIL OF THE 3RD MILLENNIUM.

“Data will stop being considered as an output of Asset and Wealth Managers, and start being viewed as an enabler, central to strategy and direction.”

- Jochen Ruf, Head of Insights Through Data

Currently, data is an asset being handled on an operational level as part of internal and external processes. With the technical developments in recent years, we have to rethink the way we are working with data to realise its full value. This not only refers to applying machine learning to investment algorithms to increase fund performance but also in other areas like static data qualification, human resources, and translation services.

In the near future we will see a data-centric asset management firm where data is one of the main drivers within the value chain.

IMPROVED REPORTING

REIMAGINED REPORTING ENCOURAGES TRUST AND OPPORTUNITY WHILST ADDRESSING INCREASING CLIENT NEEDS.

By no means a new trend in the AWM industry in itself, the rate of regulatory change and the increasing demand for differentiation through reporting will lead to the adoption of new technologies simply to keep pace.

In one example, the SEC reporting modernisation requirement is forcing all registered investment companies in the US to adapt. Disparate data sources with limited or no integration will no longer be able to cope.

Underpinning this is transformation of the retention, accessibility and presentation of your data. Your ability to obtain the right data and present it quickly and meaningfully as required is critical to satisfy investor and regulator requirements alike. The flexibility and completeness of your data, combined with the time it takes to provide it in various forms will be key success factors to this aspect of the business and will continue to grow in importance. Architected correctly, the effort put into addressing regulatory needs will additionally benefit revenue-generating initiatives by having data available for further needs.

IN PRACTICE

Endava has been providing fund reporting expertise and solutions for many years to some of the largest organisations in Asset & Wealth Management.

The need to “improve” reporting is being pursued by the majority of Asset & Wealth Management firms. Our focus on data trends such as data management and machine learning leave us ideally positioned in this area.



IN PRACTICE

Endava works with clients in the Retail and Travel industries with a focus on achieving a higher loyalty from customers who have transparency and choice.

We expect to see asset & wealth managers increasingly focusing on appealing to users across all generations and introducing innovation to improve loyalty retention rates.

INCREASED CHURN

ASSET MOVEMENT TO THE YOUNGER GENERATION REQUIRES NEW WAYS OF ENGAGING.

“By 2020 over 50% of all wealth will be transferred from Gen X to millennials... when assets transfer between generations, over 50% of assets do not stay with the originating institution.” - PWC

We'll see more transparency from Asset & Wealth Management companies as investors want to understand more about their investments on their own terms. Investors will expect the same level of seamless interaction with their investment portfolios that they do with the rest of their digital lives.

Expectations and benchmarks will no longer be set by traditional competitors and parameters, but by user experience, intuitive interaction, and comparisons with other digital leaders like Facebook, Amazon, and WhatsApp. Retention of assets that move between generations will depend on how appealing they are to all investor types/generations across all required channels.

Source: <https://www.youtube.com/watch?v=wFixRikOTSY>

MARKET CONSOLIDATION

COMPLEXITY COMES BEFORE SIMPLICITY - THE MARKET TREND OF CONSOLIDATION IS LEAVING LARGER ORGANISATIONS WITH A TECHNOLOGY ESTATE HEADACHE.

Integrating two organisations' technology eco-systems and, more importantly, their data is a post-deal challenge that is complex and takes a long time to achieve.

This trend, combined with higher barriers to entry, make differentiation and agility in responding to demand even more of a necessity in order to attract investors against a reducing competitor landscape. The risk of flying blind due to disparate information and failing to spot these opportunities is, however, high during the fog and distraction of a post-merger integration.

Whilst the main body of the technology work is taking place (and likely to take two-plus years) there is an opportunity to take advantage of tactical technical platforms to reduce manual work and therefore operational risk, whilst ensuring the combined organisation has the data to make good decisions at their fingertips.

IN PRACTICE

Endava has assisted many investment management companies with M&A-related integrations and carve-out's, applying industry knowledge to understand technology impacts and solutions. Specific examples include helping consolidate and unify sales channels, providing consolidated risk reporting and achieving fund migrations.



IN PRACTICE

Self-service capabilities will be a must-have in the future as consumers will expect tools to help them solve product issues independently. Related to this, investment companies need a website where a self-service application is included.

Gartner predicts that by 2020, the customer will manage 85% of the relationship with an enterprise without interacting with a human.

SELF-SERVICE

RETAIL AND INSTITUTIONAL INVESTORS WILL WANT NEW WAYS OF INVESTING AND MANAGING THEIR ASSETS

Trends, such as churn, place real emphasis on the expectations of next-generation investors, where control, transparency, and choice are demanded.

Where traditional investment management firms can't meet this demand by adopting self-service aspects, such as social trading, the natural diversification and innovation instincts of these investors will lead them to find it elsewhere.

We have seen an explosion in new investors using alternative platforms such as Kickstarter and Indiegogo, and expect to see the same occurrence in Asset & Wealth Management as investors diversify their portfolio beyond traditional channels and providers.

Asset & Wealth Management firms face a choice for this investor type between offering self-service platforms and APIs for interacting with their services indirectly, or participating on other platforms with a risk of losing influence and control themselves. Both require considered and well-executed technology integration and implementation, ultimately only succeeding at scale through self-service platforms, from sign-up through execution to reporting.

TECHNOLOGY RESPONSES

Rapid engagement with customers, the ability to provide more effective insights into investment decisions, and keep up with increased regulatory oversight require new ways of working, and new ways of innovating. Technology forms a key part of this.

BLOCKCHAIN / DISTRIBUTED LEDGERS

DISINTERMEDIATE, DISRUPT, INCREASE SPEED AND REDUCE COSTS.

“By reducing affirmation and reconciliation across buy-side clients, broker-dealers, trust/custody banks, we believe blockchain could on a global basis exceed \$6bn in annual savings” - *Business Insider*

Blockchain itself is an interesting technology, using encryption to provide a shared consensus of actual record between organisations via a distributed ledger.

The most immediately applicable blockchain candidates in AWM are in the area of clearing and settlement, given time-consuming, often manual processes, and it is no surprise that fintechs such as EquiChain and exchanges and clearers are actively looking at it.

Blockchain, however, also provides core building blocks for business processes such as smart contracts, which are invoked automatically based on real-world conditions.

Through the fog of press releases boasting the latest projects, we are seeing interesting implementations of blockchain appearing. Time will tell whether industries embrace their own blockchain implementations, or use services such as Ethereum and Ripple.

Source: <http://www.businessinsider.de/goldman-sachs-blockchain-cash-equities-trading-2016-5>

IN PRACTICE

Given that the technology is still in its infancy, Endava has been helping a number of our clients in understanding distributed ledger technologies via POC's and pre-studies, and we are well-positioned to move this knowledge to full implementations.

What makes blockchain interesting isn't necessarily the technology – it's the business model and concept, the paradigm of a shared, distributed database between organisations without third party services will change the industry in the future. Standards will come and go, and we will see whether the current technologies or the concept lives longer. Informed investment in distributed ledger technologies at the right time will be critical.



IN PRACTICE

Endava has been developing chatbots for clients in the Financial Services, Insurance, and Telecommunications industries.

We have experience with a variety of front-end chatbot solutions including those made available by Microsoft Cognitive Services, Facebook, and other proprietary vendors.

CHATBOTS

CHATBOTS PROVIDE THE FIRST SIGNIFICANT USER INTERFACE SHIFT SINCE THE LAUNCH OF MOBILE APPS.

Chatbots allow users to converse with a system in a natural language format. By embracing familiar user interface elements based in messaging applications, the learning curve for accessing a system and engaging in certain common activities can be greatly reduced. More recently, as the technology has matured, chatbots have started to enable customers to purchase and customise products.

Usually text-based, new vendors are presenting voice recognition solutions, allowing customers to speak to the chatbot as input rather than typing. Chatbots rely on robust APIs (Application Programming Interfaces), which are frequently made available to mobile and web apps in order to interact, without requiring the use of a specific interface at the destination service.

Retail investors are likely to be attracted to chatbot interactions such as the example demonstrated by A J Bell on YouTube at <https://www.youtube.com/watch?v=fVZdQgTFvMw>



IN PRACTICE

Endava has experience in implementing and hosting cloud-based platform solutions for a number of Asset & Wealth Management clients on both AWS and Microsoft Azure.

Cloud infrastructure, along with the shift to SaaS and PaaS solutions are cost-effective flexible realities being implemented throughout the AWM industry today. Technology strategies that do not closely evaluate Cloud solutions will likely be left behind.

CLOUD SERVICES

HAVING THE RIGHT TECHNOLOGY STRATEGY IS A KEY TO DIGITAL SUCCESS.

We're seeing a trend of using Cloud as a real service, rather than as elements of pure infrastructure. Until now, we had seen organisations move from their own hosting facilities to public Cloud providers in a traditional server lift and shift, to save costs.

The Cloud enables utility-based pricing models – you pay for what you use. We expect to see companies adopting utility-based pricing for their own businesses once they start consuming their own utilities, similar to Cloud models.

Now we are seeing organisations using the service catalogues available from AWS (Amazon Web Services) and Microsoft Azure, as well as integrating SaaS offerings from companies like Salesforce, Singletrack Systems, and Expersoft. It's a different paradigm, and can provide faster time-to-market for new products, higher availability, and further reductions in costs – especially for short-term additional computing power. Cloud services can help you answer significant questions such as how to achieve fund data migration securely, cheaply and effectively.





IN PRACTICE

The vast majority of Endava clients have very clear and robust requirements concerning the security and integrity of their technology estate. Endava has an exemplary track record of delivering secure solutions for financial services clients, and can additionally advise clients on cyber security beyond our own deliveries.

Given data protection / privacy regulation continues to evolve and tighten, this will be a central theme for all technology delivery in the future.

CYBER SECURITY

SECURING YOUR DIGITAL SERVICES IS CRITICAL TO BOTH CUSTOMER SATISFACTION AND REGULATION.

Increased M&A activity in the Asset & Wealth Management industry, coupled with open APIs and the inclusion of external service providers such as fintechs, all put a firm's cyber security under scrutiny.

Hyper converged infrastructure claims to yield significant business, operational, and financial benefits by addressing cyber security and fraud prevention alongside more traditional operational efficiency and scalability benefits.

Protecting your clients' data and assets, as well as your intellectual property, is critical to your success. Complacency around cyber security has led to a series of highly-publicised hacks, and the fallout for those companies was wide-ranging and financially damaging.



GAMIFICATION

SELLING EFFECTIVELY TO A MOBILE-FIRST GENERATION REQUIRES NEW ENGAGEMENT MODELS

“More than 50 percent of organisations that manage information processes will gamify those processes.” – *Gartner*

Gamification is a key tool for interaction with digital-savvy clients. By applying play mechanics to onboarding processes, risk profiling and creating a reward structure around interactions, a business can significantly increase its customer base and retention. The best examples of this practice include frequent flyer airline cards and qualification for exclusive credit cards.

Gamification is well suited to the Asset & Wealth Management industry because of the amount of data available to companies, which can be used to appeal to customers who want clear financial targets or levels through different scenarios and strategies. However, it does require new methods of managing and presenting information to target audiences.

The nature of some aspects of AWM (such as high or ultra high net worth individuals) make cross-industry tie-ins (e.g. experiences, exclusive travel) very possible.

Source: <http://www.wealthx.com/articles/2016/is-it-too-early-for-wealth-managers-to-think-about-millennials>

IN PRACTICE

Endava has worked on a number of gamification systems.

Our work on the platform for Cadbury's Spots vs. Stripes campaign during the 2012 Olympics resulted in one of the most comprehensive gamification systems in recent times.

Although perhaps not seen as a high priority for AWM firms now due to perceived reservations from the client side, we believe innovation in this area will position companies well for future market pressures.



IN PRACTICE

Endava hosts hackathons in collaboration with our clients, such as the hackathon we hosted in partnership with the Beazley Group.

Five teams from Skopje and Cluj took on challenges proposed by Beazley and produced innovative solutions during 36 intense hours of work. The presence of the Beazley team was a further key dynamic, increasing innovation and value.

The winning team created a multipurpose natural language chat bot that was not only a practical solution, but also a great vehicle for marketing the client's brand.

HACKATHONS

HOW COULD A HACKATHON REINVIGORATE YOUR STAFF AND PARTNERS?

A hackathon is an event where teams can quickly produce a demo or prototype, often in 24 hours or a weekend.

Companies started running hackathons to attract new staff and to promote innovation within existing groups. They are highly competitive and engaging for staff members, offering great prizes for the winners.

The real benefit comes with having an organisation's staff, together with third parties, thinking outside of their day-to-day, thereby bringing a different perspective, fresh ideas, and creating innovation for that organisation.

Endava hackathons usually start on a Friday evening and continue until Sunday afternoon. The teams are a blend of client and Endava delivery staff. The client will be part of the judging panel, sending between one and three senior staff members to the event. The events are co-branded and have as much external marketing as the client requests.



IN PRACTICE

Endava has a long history of providing mobile solutions to our clients, including some of the most popular mobile apps.

Will AWM embrace mobile-only platforms? Probably not in the short term, beyond some retail investor-focused fintech offerings.

Mobile is likely to grow in importance for all investor types (e.g., a CEO checking investment portfolio's performance from a phone during a board meeting) as part of a multi-channel digital offer.

MOBILE-ONLY OFFERING

A BOLD, BRAVE NEW MOBILE WORLD.

It may sound counterintuitive in the multichannel world we're striving for, but many existing banks have adopted the model embraced by new start-ups, only offering a mobile version of its offerings. The idea is to create a new, fashionable brand with a focus on user experience, and employing mobile-only service carries a forward-thinking message to some important target demographics.

The idea is not so far-fetched in the Asset Management industry, as traditional organisations look to attract new investors to repackaged, but essentially the same, investment products.

Mobile-only platforms offering consolidation of disparate investment provider information are also starting to proliferate in the market, with Deutsche Bank launching their multi-bank finance planner app. We expect to see other companies follow suit.

ROBO-ADVICE

PROVIDING ACCESS FOR YOUR PRODUCTS TO A BROADER CUSTOMER BASE.

“Advisors are ageing and leaving the industry faster than firms are replacing them.”

- Deloitte

Robo advice enables cash-rich, time-poor investors' rapid access to investment vehicles, with hands-off management, whilst providing more efficient processes for client onboarding, execution, and management. This technology is extremely attractive for all Asset & Wealth Management firms with a focus on retail and private clients.

This can only be achieved through moving predictable and repetitive investment management decisions onto the microprocessor. As robo advice matures, we will see simple rule-based matching moving towards complex machine learning-led personalisation with a shift from customer-initiated to advisor-driven dynamic interactions

Source: <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/strategy/us-cons-disruptors-in-wealth-mgmt-final.pdf>

IN PRACTICE

Endava has worked with fintech robo advisory firms in understanding and supporting the current roadmap and direction of travel.

The ability to make distribution channels more attractive and scalable, enabling more earning in fee income with less human interaction, is a serious consideration for many investment firms.



IN PRACTICE

Although RPA is not yet being considered as extensively in Asset & Wealth Management as in other industries, we see potential in applying it to several areas including risk reporting, accounting and reconciliation.

ROBOTIC PROCESS AUTOMATION (RPA)

AUTOMATION OF STANDARDISED TASKS TO REDUCE COST AND BE ABLE TO CONCENTRATE ON BUSINESS CRITICAL PROCESSES.

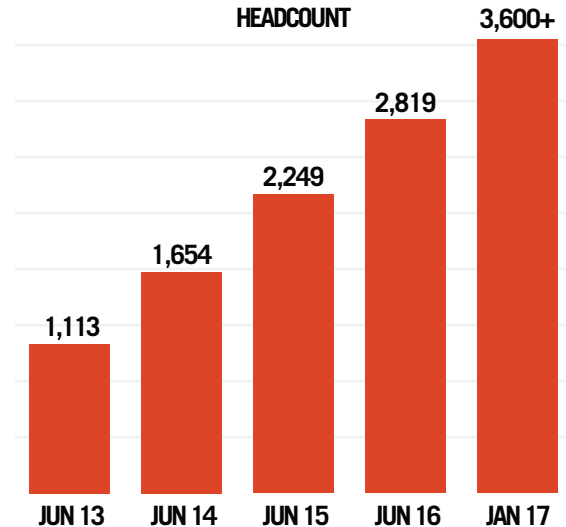
With the use of Robotic Process Automation (RPA), human application interactions are substituted by software robots learning and repeating actions in the same way a human might. Through the learning of interaction exceptions with every process being steered, a significant decrease of error rates is established. RPA is frequently used in processes requiring high quality of output, e.g. risk processes, leading to predictable and stable outcomes.

COMPANY OVERVIEW

WELCOME TO ENDAVA

ENDAVA IS A PRIVATELY-OWNED IT SERVICES COMPANY, WITH OVER 15 YEARS OF EXPERIENCE OF WORKING WITH SOME OF THE WORLD'S LEADING FINANCE, INSURANCE, TELECOMMUNICATIONS, MEDIA, TECHNOLOGY, AND RETAIL COMPANIES, HELPING THEM EVOLVE AND TRANSFORM THEIR BUSINESSES TO MEET THE NEEDS OF TODAY'S AND TOMORROW'S CUSTOMERS.

WE HAVE OVER **3,600 EMPLOYEES** LOCATED IN OFFICES IN NORTH AMERICA AND WESTERN EUROPE AND DELIVERY CENTRES ACROSS CENTRAL EUROPE AND LATIN AMERICA.



A light gray world map serves as the background. Red location pins are placed on the map to indicate office and delivery center locations. Pins are visible in North America (San Francisco, New York, Atlanta, New Jersey, Glasgow), Europe (London, Frankfurt, Amsterdam, Belgrade, Bucharest, Cluj, Chisinau, Iasi, Sofia, Skopje, Bogota), and Latin America (Bogota).

OFFICES

SAN FRANCISCO, NEW YORK, LONDON, FRANKFURT, AMSTERDAM
ATLANTA, NEW JERSEY, OXFORD, GLASGOW

DELIVERY CENTRES

BELGRADE, BUCHAREST, CLUJ,
CHISINAU, IASI, SOFIA, SKOPJE, BOGOTA

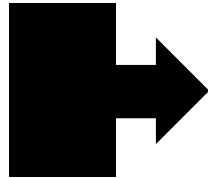
WE HELP OUR CLIENTS DELIVER REAL BUSINESS RESULTS

WE HAVE DEVELOPED A SET OF SERVICES AND PROPOSITIONS THAT SUPPORT OUR CUSTOMERS ON THEIR JOURNEY FROM INITIAL **IDEA** THROUGH TO **PRODUCTION**, ENABLING THEM TO BECOME MORE AGILE AND RESPONSIVE AND GET RELEVANT PRODUCTS AND SERVICES TO THEIR CUSTOMERS **FASTER**, WITH A HIGHER DEGREE OF **QUALITY** THAN THEIR COMPETITION.

SUCCESSFULLY DELIVERING **85%** OF OUR SERVICES FROM OUR DELIVERY CENTRES IN CENTRAL EUROPE AND LATIN AMERICA, OUR VALUE PROPOSITION IS MORE POWERFUL AND EFFECTIVE THAN THOSE OF TRADITIONAL OFFSHORE VENDORS.

WE HAVE A HISTORY OF BUILDING LONG TERM **RELATIONSHIPS
WITH OUR LARGE CUSTOMERS**

**ALL OUR CLIENTS
THREE YEARS AGO
GENERATED
£43M OF REVENUE**



**TODAY, THE TOTAL SPEND
FROM THAT SAME GROUP OF
CLIENTS HAS ALMOST
DOUBLED AND NOW REPRESENTS
70% OF OUR REVENUE**

**WE EXIST TO CREATE AN ENVIRONMENT AND A CULTURE THAT BREEDS
SUCCESS BY CARING FOR OUR CUSTOMERS AS INDIVIDUALS AND
ENABLING OUR PEOPLE TO BE THE BEST THAT THEY CAN BE.**

OUR PHILOSOPHY IS SIMPLE: FOCUS ON HELPING PEOPLE SUCCEED!

OPEN

**WE ARE CONFIDENT IN
OUR ABILITIES, OUR
APPROACH, AND OUR
PEOPLE SO WE HAVE
NOTHING TO HIDE
FROM OUR CUSTOMERS**

THOUGHTFUL

**WE CARE DEEPLY
ABOUT THE SUCCESS
OF OUR PEOPLE, OUR
CUSTOMERS, AND
THEIR ORGANISATIONS,
AND THE COUNTRIES
IN WHICH WE OPERATE**

ADAPTABLE

**WE EMBRACE CHANGE
AND VALUE DIFFERENCES
ENABLING US TO BE
SUCCESSFUL IN
COMPLEX
ENVIRONMENTS**

SMART

**WE EMPLOY CLEVER
PEOPLE BLENDING
EXPERIENCE AND
TALENT TO DELIVER
SMARTER SOLUTIONS
FOR OUR CUSTOMERS**

TRUSTED

**OUR RELATIONSHIPS
ARE BUILT ON TRUST
AND A MARRIAGE OF
EQUALS**

WE'VE **EARNED** THE TRUST OF MAJOR BRANDS IN:



FINANCE

PAYMENTS

BANKING

**ASSET & WEALTH
MANAGEMENT**



INSURANCE

INSURANCE



RETAIL

RETAIL

**CONSUMER
PACKAGED GOODS**

TRAVEL



TMT

TELECOMMUNICATIONS

MEDIA

TECHNOLOGY

ASSET & WEALTH MANAGEMENT

SALES & MARKETING



CLIENT PORTALS



CLIENT FACING WEBSITES



CLIENT PROCESSES

FUND/PORTFOLIO MANAGEMENT



PRODUCT DEVELOPMENT



PORTFOLIO MANAGEMENT



ORDER MANAGEMENT

MIDDLE OFFICE/ COMPLIANCE



RISK MANAGEMENT



INVESTMENT COMPLIANCE



TRADE SUPPORT

FUND ADMINISTRATION



FUND ACCOUNTING SYSTEMS



DATA WAREHOUSES



REPORTING PLATFORMS

CORPORATE FUNCTIONS



STRATEGY



MANAGEMENT ACCOUNTING



MISC. PROJECTS

OUR SERVICES

AGILE
TRANSFORMATION

DIGITAL
EVOLUTION

WE SUPPORT OUR CUSTOMERS FROM **IDEA** TO **PRODUCTION**

PLANNING & DESIGN

DEVELOPMENT & TESTING

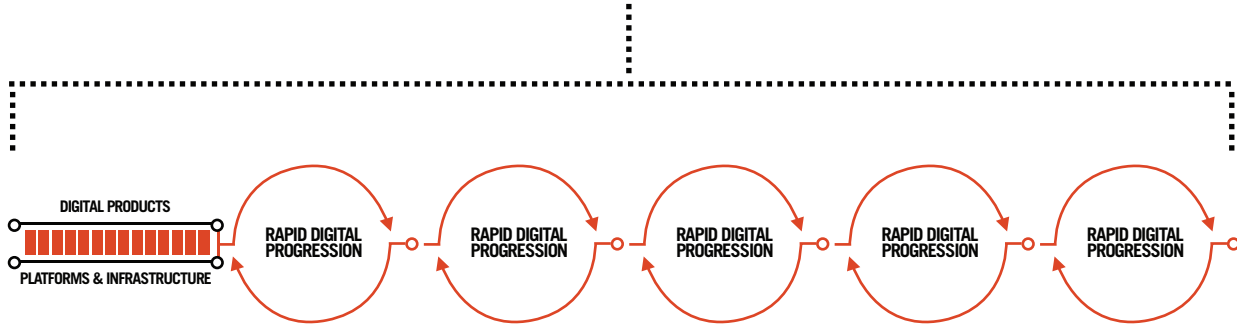
DEPLOYMENT & SUPPORT

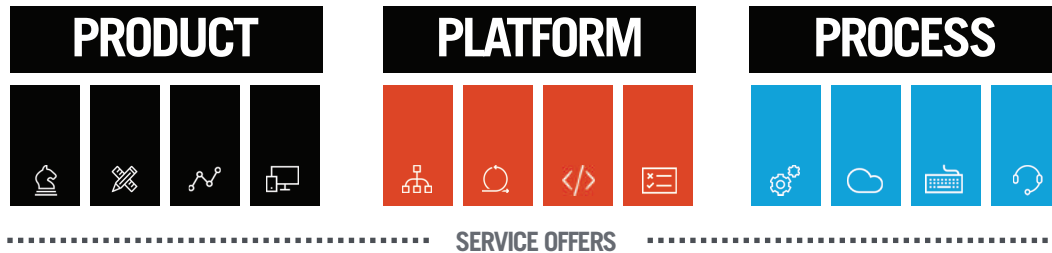


INNOVATION (ENDAVA LABS)

FULL COVERAGE = FULL ACCOUNTABILITY

DIGITAL EVOLUTION





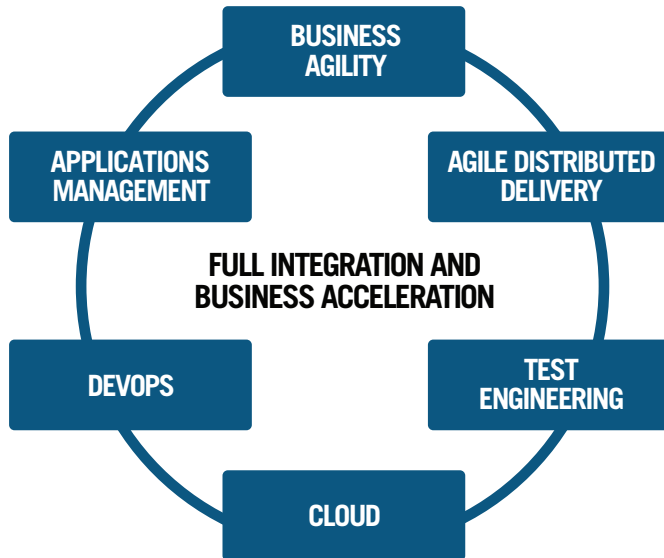
DIGITAL EVOLUTION IS THE INTENTIONAL CHOICE OF A BUSINESS TO RAPIDLY ACCELERATE THEIR ORGANISATIONAL RATE OF DIGITAL ADOPTION AND CHANGE, THROUGH THE SIMULTANEOUS CREATION, RENOVATION, AND MARSHALLING OF DIGITAL PRODUCTS, ALONGSIDE THE CREATION, FLEXIBLE REINFORCEMENT, AND AGILE MATURATION OF THEIR PLATFORMS AND INFRASTRUCTURE.

AS THOSE TWO ACTIVITIES ARE COMPLETED IN PARALLEL, WE PUT OURSELVES AND OUR CLIENTS IN A POSITION TO DRIVE RAPID DIGITAL PROGRESSION, NOT JUST ONCE, BUT REPEATEDLY. WE NEED TO ADDRESS ALL AREAS OF A BUSINESS IN CONCERT TO YIELD THE NECESSARY CHANGE AND MATERIAL IMPROVEMENTS.

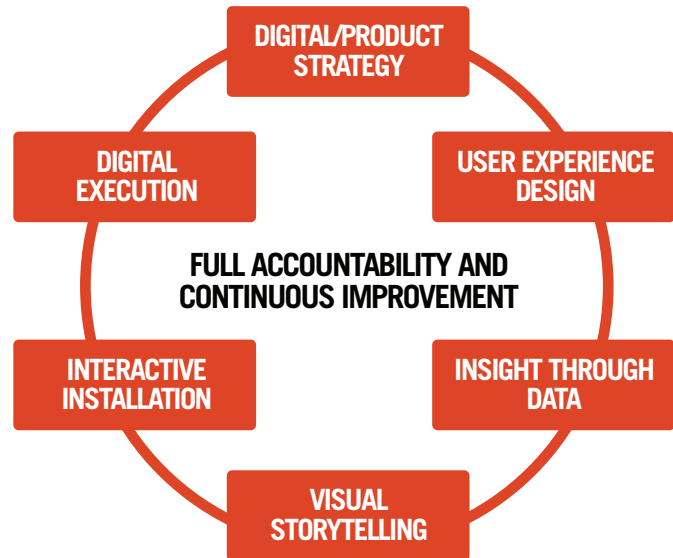


**SET
DIGITAL TRENDS
INSTEAD OF
FOLLOWING THEM.**

AGILE TRANSFORMATION



DIGITAL EVOLUTION



WHAT OUR CLIENTS SAY ABOUT US
81% OF OUR CLIENTS ARE HAPPY WITH OUR SERVICES

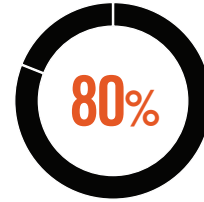


**OUR CLIENTS SAY WE PROVIDE
BETTER QUALITY**



70%

**OUR CLIENTS SAY WE ARE
MORE INNOVATIVE AND THEY
ARE HAPPY WHEN WE PROVIDE
NEW IDEAS AND SOLUTIONS**



**OUR CLIENTS SAY WE ARE
MORE PRODUCTIVE THAN OTHER
OFFSHORE SUPPLIERS**

Results from Endava Customer Satisfaction Programme rolling 6 months, Oct-2016

WHY OUR CLIENTS CHOOSE TO WORK WITH US



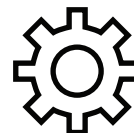
REGION



TALENT



CULTURE



SERVICES



GROWTH

WORLD-RENOWNED **ENGINEERING SKILLS** THAT COME FROM A LONG-ESTABLISHED TRADITION IN TECHNICAL HIGHER EDUCATION

BETTER **CULTURAL FIT**, STRONG MULTI-LANGUAGE SKILLS, AND A **CHALLENGE CULTURE** WHICH LENDS ITSELF TO **INNOVATION**

BETTER FIT FOR COMPLEX PROJECTS AND ENHANCED ABILITY TO **ADAPT TO CHANGING BUSINESS PRIORITIES** IN A DISTRIBUTED AGILE ENVIRONMENT

INCREASED **TIME ZONE COVERAGE** COMPARED TO TRADITIONAL OFF-SHORE VENDORS

OUR **TALENT** IS KEY TO OUR SUCCESS: A SIGNIFICANT INVESTMENT HAS BEEN MADE IN RECRUITMENT PROCESSES, ENDAVA UNIVERSITY, LEADERSHIP PROGRAMMES, AND THE ENDAVA BRAND IN THE REGIONS WE OPERATE

ENDAVA IS BECOMING THE **ASPIRATIONAL IT EMPLOYER** ENABLING US TO ATTRACT, DEVELOP, AND RETAIN THE RIGHT PEOPLE

OVER 1/3 OF OUR PEOPLE JOIN ENDAVA ON THE RECOMMENDATION OF A CURRENT EMPLOYEE

AWARDS AND RECOGNITION



TOP 100 OUTSOURCING SERVICES PROVIDERS WORLDWIDE

ENDAVA HAS BEEN SELECTED IN THE LEADERS CATEGORY OF THE IAOP GLOBAL OUTSOURCING 100® LIST AND RECEIVED SEVERAL SPECIAL DISTINCTIONS FOR REVENUE AND EMPLOYEE GROWTH, AS WELL AS PROGRAMMES FOR INNOVATION.



EMPLOYER OF THE YEAR IN ROMANIA

ENDAVA WAS RECOGNISED AS EMPLOYER OF THE YEAR IN ROMANIA, AT THE ROMANIAN OUTSOURCING AWARDS FOR EXCELLENCE GALA 2016.



UK'S TOP 100 DIGITAL AGENCIES

ENDAVA IS FEATURED IN THE DESIGN & BUILD CATEGORY, RANKING AT NUMBER 12 OVERALL IN THE ECONSULTANCY'S GUIDE TO UK'S TOP AGENCIES IN ORDER OF DIGITAL INCOME.



EMPLOYER OF CHOICE IN ROMANIA FOR THE THIRD TIME IN A ROW

ENDAVA IS THE HIGHEST RANKING IT SERVICES COMPANY IN THE 2015 TOP 20 IT COMPANIES TO WORK FOR IN ROMANIA (BIZ MAGAZINE).



UK'S 100 FASTEST GROWING PRIVATE COMPANIES

ENDAVA IS AMONG THE TOP 5 FASTEST-GROWING TECHNOLOGY COMPANIES AND RANKED 44TH OVERALL IN THE UK'S 100 FASTEST-GROWING MID-MARKET COMPANIES.



IT OUTSOURCING COMPANY OF THE YEAR IN ROMANIA

ENDAVA WAS RECOGNISED IN 2015 AS THE ITO COMPANY OF THE YEAR AT THE FIRST EDITION OF THE ROMANIAN OUTSOURCING AWARDS FOR EXCELLENCE.

ENDAVA CONTACTS

If the services within this pack have generated interest and you would like to discuss a specific challenge that you may have, then please reach out to any one of the team below:



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