

**Institutional  
Investor**



# Chief Executive Officer Roundtable

3 - 5 October 2018  
Hotel Adlon Kempinski  
Berlin



## *European Institute CEO Roundtable*

### **WEDNESDAY, 3<sup>RD</sup> OCTOBER 2018**

#### **19.00 WELCOME RECEPTION AND CASUAL DINNER**

*Sra Bua Restaurant*

We invite you to join us for cocktails and a family-style dinner reception set within the beautiful Hotel Adlon Kempinski. The evening will provide a great opportunity to network with peers.

### **THURSDAY, 4<sup>TH</sup> OCTOBER 2018**

#### **FROM 07.00 FULL BREAKFAST (*Breakfast will be open from 07.00 – 08.30*)**

*Ballsaal I*

#### **08:00 REGISTRATION**

*Ballsaal Foyer*

#### **08:30 WELCOME AND INTRODUCTION**

*Ballsaal II & III*

Scott Anderson

*Director*

**European Institute**

London

#### **08.35 BREXIT: THE CLOCK IS TICKING – AND FAST!**

*Ballsaal II & III*

Presentation

The recent resignations from the UK government – including the Brexit and Foreign Secretaries – have left the UK's Brexit strategy in even more of a mess than usual.

Additionally, the current UK government proposal of excluding services from any deal with the EU, could leave the asset management industry on both sides of the English Channel facing the prospect of a very hard Brexit. Later in the agenda, we will discuss the implications for the asset management industry, but in this opening session we will hear a fascinating insight into the politics behind the chaos.

Moderator:

Scott Anderson

*Director*

**European Institute**

London

Steve Richards  
*Political Commentator, Author and Broadcaster*  
**The Independent**  
London

## **09.00 CRISIS MANAGEMENT**

*Ballsaal II & III*

*Presentation*

How equipped is your firm to deal with an escalating crisis, whether that is a cyber-attack or internal fraud? Are you confident your senior team has the correct procedures in place to deal effectively with any situation that may arise? As the CEO, how do you ensure the communications with key clients and the media are handled correctly and how do you ensure you have control over the messaging in a rapidly changing situation?

Moderator:

Scott Anderson

*Director*

**European Institute**

London

Ann Wright

*Director*

**Rough House Media**

London

Paul Curran

*Director*

**Rough House Media**

London

## **10.15 COFFEE BREAK**

*Ballsaal Foyer*

## **10.45 THE STATE OF THE FUND MANAGEMENT INDUSTRY**

*Ballsaal II & III*

*Presentation and Q&A*

Asset managers face changing investor demands and strengthening competitive headwinds, from passive portfolios, disruptive technologies and the rising power of individual buyers. These changes all favour players oriented around delivering consumer services rather than solely wholesale products – rearranging the industry’s traditional value chain and inviting new rivals for investor attention. Success will rely on shifting legacy product ranges toward more outcome-oriented products, rebuilding distribution around new technologies rather than outmoded approaches, and focusing on different success metrics. Principals from Casey Quirk by Deloitte will outline the steps investment firms globally must take in order to retain and attract clients going forward.

Moderator:

Scott Anderson

*Director*

**European Institute**

London

Kevin Quirk

*Chairman*

**Casey Quirk**

Darien

Peter Chambers

*Senior Advisor, Europe*

**Casey Quirk**

London

Jonathan Doolan

*Principal, Head of EMEA*

**Casey Quirk**

Frankfurt

Benjamin Phillips

*Partner*

**Casey Quirk**

Darien

**11.35 TRENDS V REALITIES: IMPLICATIONS FOR RUNNING AN ASSET  
MANAGEMENT BUSINESS**

*Ballsaal II & III*

*Panel Discussion*

After hearing the keys trends outlined in the previous presentation, what does this all mean for running an asset management business?

Moderator:

Jim McCaughan

*Asset Management Executive*

Euan Munro

*Chief Executive Officer*

**Aviva Investors**

London

Sarah Russell

*Chief Executive Officer*

**Aegon Asset Management**

Den Haag

Paul Price

*CEO, Global Head of Distribution*

**Morgan Stanley Investment  
Management (Ireland) Limited**

London

Jean Raby

*Chief Executive Officer*

**Natixis Investment  
Managers**

Paris

Rod Paris

*Head of Investments, Chief Investment Officer*

**Aberdeen Standard Investments**

Edinburgh

## 12.10 MAINTAINING PROFITABILITY

*Ballsaal II & III*

*Table Discussions*

Members have the opportunity to debate and discuss some of the key issues extracted from the previous presentation and panel sessions.

Moderator:

Scott Anderson

*Director*

**European Institute**

London

## 12.30 LUNCH

*Ballsaal I*

## 13.50 ESG: IS IT A MARKETING GIMMICK OR AN INVESTMENT PROCESS?

*Ballsaal II & III*

*Panel Discussion*

We are seeing our clients demand ESG and sustainable investing, but to what extent is it going mainstream? How do we adequately implement 'Sustainable Development Goals' (SDG) into our investment process? Can ESG help the industry to obtain a positive image? Does the exclusion of tobacco, coal mines, etc. go against a fund manager's fiduciary duty?

Moderator:

Scott Anderson

*Director*

**European Institute**

London

Laurent Ramsey

*Managing Partner & CEO*

**Pictet Asset Management**

Geneva

Hans van Houwelingen

*Chief Executive Officer*

**ACTIAM**

Utrecht

Benjamin Dear

*Chief Executive Officer*

**Osmosis Investment Management**

London

Stefan Bichsel

*Member of the Executive Board  
& Head of Asset Management &  
Trading Division*

**BCV**

Lausanne





## 14.25 BREAKOUT DISCUSSION GROUPS

*(Members can choose which simultaneous session to attend)*

### OPTION 1: BREXIT DISCUSSIONS IN CONTINENTAL EUROPE

*Ballsaal II & III*

How are asset managers practically preparing for the upcoming withdrawal of the UK from the EU?

Co-Moderator:

John Ions

*Chief Executive Officer*

**Liontrust Asset Management**

London

Co-Moderator:

Pierre Bollon

*Ambassador*

**French Asset Management  
Association (AFG)**

Paris

### OPTION 2: INSURANCE INDUSTRY OPPORTUNITIES

*Ballsaal I*

Does the insurance industry offer a vast new pool of opportunities for asset managers as they seek diverse returns from external managers? During this discussion, we will hear the key findings from INDEFI's recent Continental Insurance Investment report.

Moderator:

Richard Bruyere

*Managing Partner*

**INDEFI**

Paris

### OPTION 3: WHAT'S GOING ON IN US ASSET MANAGEMENT?

*Kleiner Wintergarten*

What can we expect from the US in terms of trends coming from across the Atlantic that may hit European shores in the next few years?

Co-Moderator:

Lyn Perlmuth

*Director*

**US Institute**

New York

Co-Moderator:

Kevin Quirk

*Chairman*

**Casey Quirk**

Darien

## 15.10 COFFEE BREAK

*Ballsaal Foyer*

## 15.50 BLURRING LINES: THE CONVERGENCE OF TRADITIONAL & ALTERNATIVE

*Ballsaal II & III*

*Panel Discussion*

Many alternative managers, such as the larger hedge funds, have been moving from the alternatives space into the traditional space. This is at the same time that many traditional managers are moving into alternatives. What are the challenges faced by traditional players moving into alternatives, what are the business issues and what are the risks? Can the sales team sell the new alternative products and can you get the comp schemes right?

Moderator:

Jim McCaughan

*Asset Management Executive*

Erich Gerth

*Partner, Chief Executive Officer*

**Bluebay Asset Management**

London

Frank Witt

*Chief Executive Officer*

**PIMCO Deutschland GmbH**

Berlin

Fiona Frick

*Chief Executive Officer*

**Unigestion**

Geneva

Pascal Blanqué

*Chief Investment Officer*

**Amundi Asset Management**

Paris

Colin Fitzgerald

*Head of EMEA Institutional*

**Invesco Asset Management**

Henley-on-Thames

## 16.25 OFF-THE-RECORD - THE HEADS OF CONSULTING FIRMS – PART 1

*Ballsaal II & III*

*Table discussion*

In this session, members will set the questions that will then be posed anonymously to the heads of the main investment consulting firms in Europe.

Moderator:

Scott Anderson

*Director*

**European Institute**

London

## 16.50 AI & 'RELEVANT DATA' IN THE INVESTMENT PROCESS

*Ballsaal II & III*

*Case Study*

Quoniam Asset Management engineered its first automated and active investment process 20 years ago by applying Machine Learning techniques to identify 'relevant data' out of the evolving 'big data' environment. During this session, Helmut Paulus, CEO of Quoniam Asset Management will explain how his firm accomplished to integrate the advancements in technology over the past 20 years. He will also seek to answer whether automation will remain a unique investment approach or it will become more a mainstream approach.

Moderator:

Karen Litchfield

*Senior Associate Director*

**European Institute**

London

Helmut Paulus

*CEO & Managing Partner*

**Quoniam Asset Management**

Frankfurt

## 17.10 QUANTUM COMPUTING – 1 MILLION TIMES FASTER THAN TODAY

*Ballsaal II & III*

*Presentation*

Quantum Computing holds the promise of new machines operating at one million times the speed of current computers, allowing scientists, for example, to model complex molecular interactions at an atomic level. From chemical manufacturers and pharmaceutical companies to oil and gas conglomerates, from aerospace and defence to financial services firms, practical applications of Quantum Computing are already in the works and will impact businesses for years to come.

Edgar Perez, author of *The AI Breakthrough*, *Nightmare on Wall Street* and *The Speed Traders*, will provide the most comprehensive overview of the technology and how leading firms are already focusing on its applications.

Moderator:

Karen Litchfield

*Senior Associate Director*

**European Institute**

London

Edgar Perez

*Author*

**Quantum Computing Expert**



**17.40 TIME AT LEISURE****18.10 MEET IN LOBBY FOR PRE-DINNER WALKING TOUR****18.15 PRE-DINNER WALKING TOUR**

The walking tour starts at the Adlon Hotel, at the famous Pariser Platz, the most beautiful and frequently visited square in Berlin, also known as “Berlin’s beautiful Parlour”. The neo-classical Brandenburger Tor, the landmark that now epitomises German reunification is at the west-end of Pariser Platz. The tour will continue walking through the Brandenburger Tor and onto to the famous Holocaust Memorial. The group will then arrive at Potsdamer Platz, the site to the most exciting buildings in Europe’s once busiest intersection. From Potsdamer Platz, there will be a short walk to the Meistersaal, the historical location chosen for the cocktail and dinner reception.

***(19.00 FOR THOSE NOT PARTAKING IN THE WALKING TOUR, PLEASE MEET IN LOBBY AT 19:00 TO BOARD BUSES FOR OUR COCKTAIL & DINNER RECEPTION)***

**19.15 COCKTAILS & DINNER***Meistersaal*

Join us for an evening in the Meistersaal, a historic concert hall in Berlin-Mitte near Potsdamer Platz. Built in 1910 as a chamber music concert hall, the Meistersaal (Master's Hall) is one of the remaining buildings in the Köthener Straße that survived WWII. The hall is also one of the few remaining concert and dance halls from the golden 1920's of Berlin where you will find a combination of both tradition and modernity. The Hansa recording studio is located in the Meistersaal and is known across the globe in music circles as "The big hall by the wall" or "the studio by the wall". A great mix of famous artists like Depeche Mode, U 2, Modern Talking, and David Bowie have been inspired by the special atmosphere here. The song "Heroes" by David Bowie was in fact, written and recorded in the studio in the Meistersaal, when he lived in Berlin. The evening will provide a wonderful atmosphere to enjoy a small taste of the historic culture of Berlin.

**FRIDAY, 5<sup>th</sup> OCTOBER 2018****07:30 BREAKFAST *(Breakfast will be open from 07:30 – 08:30)****Ballsaal I***08.30 MANAGING MILLENNIALS***Ballsaal II & III**Presentation*



By 2020 Millennials will comprise over half of the global workforce. This generation and the one that follows present a set of talents, needs, priorities and working styles that pose new and difficult management challenges for their Baby Boomer and Gen-X bosses and colleagues. At the same time, leaders must ensure that older, experienced members of their team remain employed and engaged. In this interactive session, delegates will analyse these generational differences and acquire tools and techniques to manage these new demographics, both on their teams and in their client business groups.

Moderator:

Karen Litchfield

*Senior Associate Director*

**European Institute**

London

Ali Hall

*Associate Fellow*

**University of Oxford**

Oxford

**09.30 HOW DO ACTIVE MANAGERS DEMONSTRATE VALUE?**

*Ballsaal II & III*

*Case Study Presentation & Table Discussions*

How do we ensure we stay relevant as an active manager? In this session, Jamie will outline his thoughts on product, service model, brand, sales teams and especially on price and cost efficiency. Our industry talks a great deal about switching the focus from cost to benefit – but how can this be done in practice?

Moderator:

Scott Anderson

*Director*

**European Institute**

London

Jamie Hammond

*Chief Executive Officer*

**Alliance Bernstein**

London

**10.05 DIVERSITY IN THE ASSET MANAGEMENT INDUSTRY**

*Ballsaal II & III*

*Presentation*

Historically, the asset management industry has been a male dominated industry, but how can we attract more females into the industry, retain them and ensure an equal representation at all levels? Why did financial services come bottom of the recent UK Gender Pay Gap study?

Moderator:

Karen Litchfield  
*Senior Associate Director*  
**European Institute**  
London

Mitesh Sheth  
*Chief Executive Officer*  
**Redington Ltd**  
London

**10.40 BIG DATA & ARTIFICIAL INTELLIGENCE – HOW TO HARNESS THE SUBSTANCE**

*Ballsaal II & III*

*Presentation and Q&A*

Everybody is talking about artificial intelligence and big data. How are the two correlated? What are practical considerations for asset managers when they embark on the AI journey? Are there any architecture principles that can enable this transformation?

Moderator:

Karen Litchfield  
*Senior Associate Director*  
**European Institute**  
London

Joerg Guenther  
*Chief Information Officer Corporate & Institutional Services,*  
*Chief Technology Officer EMEA*  
**Northern Trust**  
London

**11.10 COFFEE BREAK**

*Ballsaal Foyer*

**11.40 COMPENSATION SURVEY ON C-SUITE & DISTRIBUTION**

*Ballsaal II & III*

*Presentation*

In association with Kingsley Gate Partners, the Institute is conducting a European Institute Compensation & Best Practices Survey covering the main C-Suite investment, management and distribution functions. The survey will break down the main components of compensation, and will be forward-looking both in capturing future compensation trends and in encompassing job functions which are coming into greater prominence than before. The results and their implications will be presented and discussed.

Moderator:

Scott Anderson

*Director*

**European Institute**

London

Paige Scott

*Managing Director*

**Kingsley Gate Partners**

San Francisco

## **12.10 MIFID II – WHAT HAVE THESE REGULATIONS ACTUALLY ACHIEVED?**

*Ballsaal II & III*

*Table discussions*

The intentions of these regulations were good, but are the unintended consequences what regulators expected? The regulations should lead to open architecture, but in reality, have we shifted to guided architecture and an uneven playing field has come about for asset managers. In this session, we will discuss the positives and negatives of MiFID II and examine what are the different regional interpretations of MiFID II – is it being applied differently in different countries?

Moderator:

Scott Anderson

*Director*

**European Institute**

London

## **12.30 OFF-THE-RECORD - THE HEADS OF CONSULTING FIRMS – PART 2**

*Ballsaal II & III*

*Panel discussion*

In this panel, the moderator will put the questions generated in the previous session to the panel of consulting heads.

Moderator:

Scott Anderson

*Director*

**European Institute**

London

Andrew Kirton

*Global Chief Investment Officer*

**Mercer**

London

Ed Francis

*Head of Investment, EMEA*

**Willis Towers Watson**

London

Mitesh Sheth

*Chief Executive Officer*

**Redington Ltd**

London

### **13.15 GEOPOLITICAL OUTLOOK: ARE YOU READY FOR MAXIMUM PRESSURE?**

*Ballsaal II & III*

*Presentation*

Global multipolarity has been laid bare by the end of America's magnanimous hegemony. The Trump Administration is looking to "Make America Great Again" by pursuing a hybrid realist-nationalist foreign policy. Sometimes this policy will surprise with objective successes – North Korea – and sometimes it will lead the U.S. into new "quagmires:" Iran.

In his presentation on investment-relevant geopolitical issues, BCA's Chief Strategist Marko Papić will touch on the following topics:

- The *theory* behind current, and future, geopolitical order;
- Why globalization is incompatible with multipolarity and how far will the collision between China and the U.S. go;
- Why the U.S. midterms are irrelevant for investors, but why income inequality will be over the long term;
- Is the return of European nationalism a risk and will Brexit be the first of many of its outbursts?
- What risks, currently unrevealed to investors, are lurking on the background?

Moderator:

Scott Anderson

*Director*

**European Institute**

London





Marko Papic  
*Chief Strategist, Geopolitical Strategy*  
**BCA Research**  
Montreal

**13.45 BUFFET LUNCH**  
*Kleiner Wintergarten*

**14.30 END OF ROUNDTABLE**