

UBS

UNLOCK

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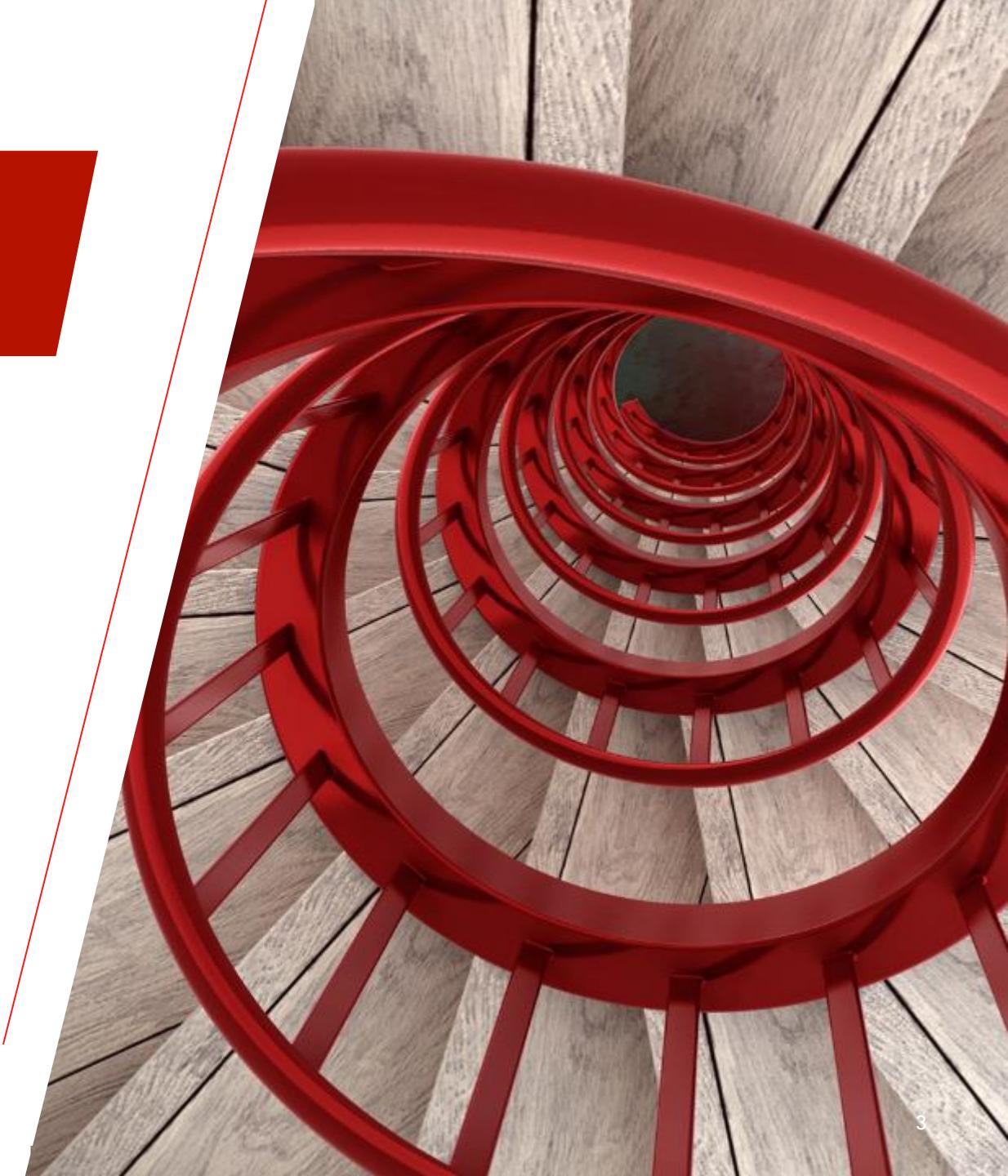


**Bea Sta. Ana**

Business Development  
Risk Analysis

# AGENDA

- I. Executive Summary
- II. Industry Insights
- III. Recommendation
- IV. Strategic & Financial Benefits
- V. Implementation
- VI. Risks and Mitigation
- VII. Conclusion
- VIII. Appendix



# Executive Summary



Invite women and multicultural entrepreneurs

Digital platform for client interaction

Insights on deals and client preferences



Unlock leads via professional affinity groups

Unlock engagement via online community

Unlock exclusive access to opportunities





# INDUSTRY INSIGHTS

# INDUSTRY INSIGHTS

## Loyalty

High churn rate

Clients engage multiple wealth managers simultaneously

## Early engagement

As a relationship-based business, presence in early stages of a client's wealth journey is critical

## Relationship-oriented

BIPOC professional club members are socially active and network-oriented



“ My RMs are nice, but I rarely get hot investment deals. That's why I created my own circle with my network of successful entrepreneurs where we exchange interesting deals.

Wealth Management Client

*Wealth report by Accenture*





# RECOMMENDATION

# CLIENT JOURNEY

- Approach clubs to acquire top earners
- Invite potential clients to private events

Clubs

## Events

- Events bringing together BIPOC clients
- Initiate relationships to convert clients

- Invitation-only app
- Client + UBS-driven content
- Early access to investment opportunities

Unlock App

# CLUBS

## Women

- National Association of Women Business Owners
- Women's Business Enterprise National Council
- Ladies who Launch

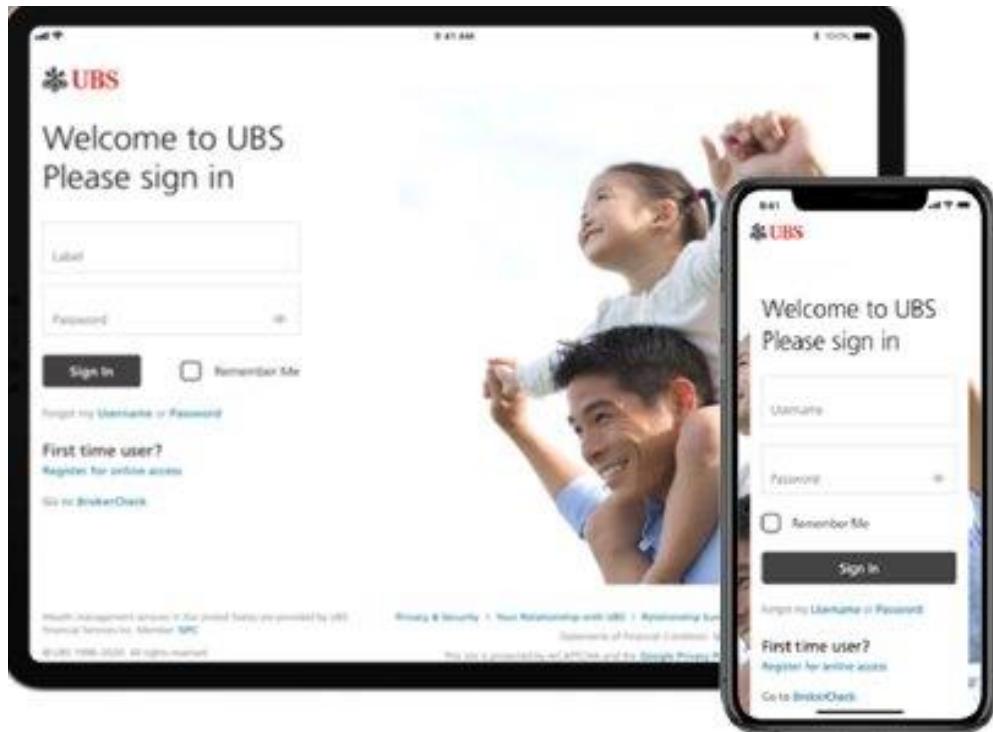
## Black

- Black Business Association
- U.S. Black Chambers Inc

## Latinx

- The Latino Business Action Network
- The National Hispanic Business Group

# UNLOCK APP



Affinity groups

Client profiles and badges

Client-generated content

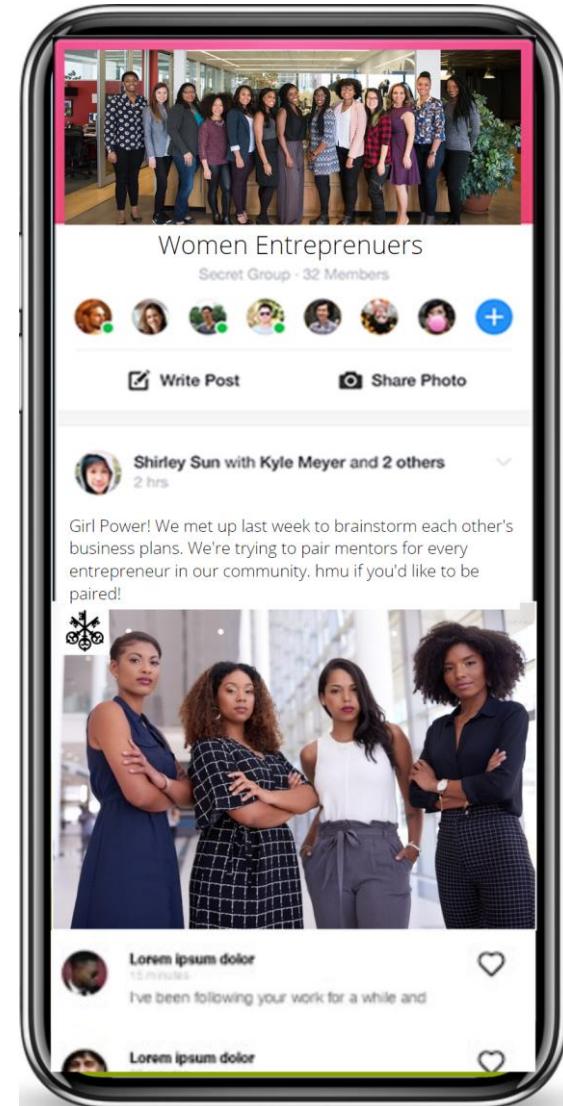
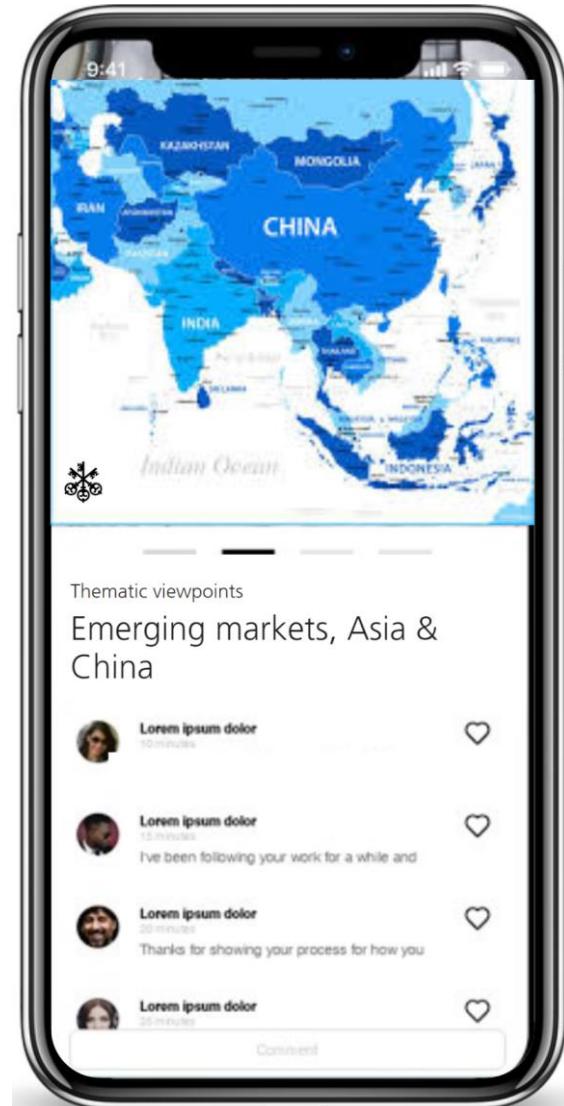
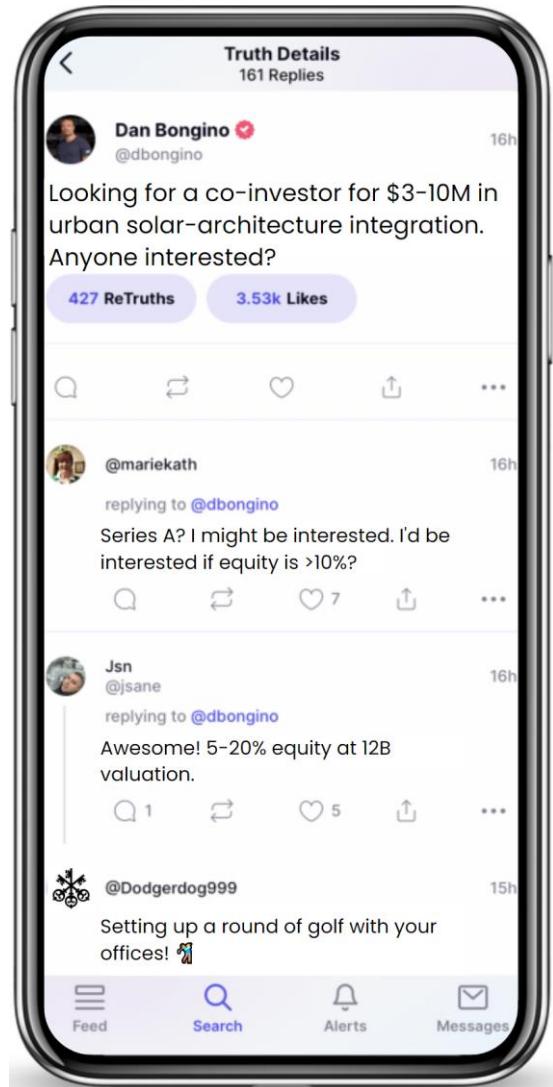
*Unlock new networks,  
Unlock new opportunities*

In-app connections  
(early access)

Content recommendation  
based on client preferences

UBS-generated content

# USER-DRIVEN CONTENT



# UBS-DRIVEN CONTENT



UBS @UBS · Fe

Melinda Hightower UBS Asset Management

speaks with UBS /  
Funds who are making hi

Capabilities

Insights

About us

Contact

Select role

Visit UBS homepage

Client login



Visit ubs.

Look beyond China when investing  
in Asia



10 August 2020, 5:35PM UTC

Chief Investment Office GWM  
Investment Research

is to identify what is important to  
you a solid investment opportunity.  
align your preferences with your  
investment goals in three core ways.



# Yield opportunities in Latin America

## Emerging market bonds

▶ 597 views

Authors: Donald McLauchlan, Emerging Markets Strategist Americas, UBS Financial Services Inc. (UBS FS); Alejo Czerwonko, Chief Investment Officer Emerging Markets Americas, UBS Financial Services Inc. (UBS FS); Brennan Azevedo, CFA, Emerging Markets Associate Americas, UBS Financial Services Inc. (UBS FS)

see portfolio  
holders

ditional path to inclusivity  
come through investments  
led by diverse portfolio

10

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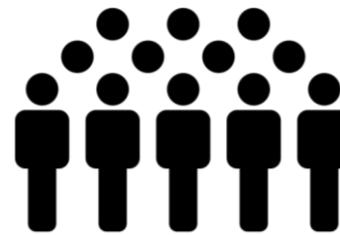
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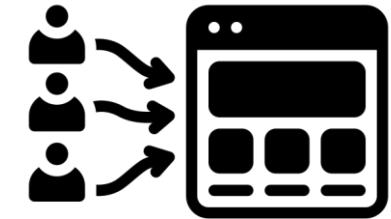


# STRATEGIC & FINANCIAL BENEFITS

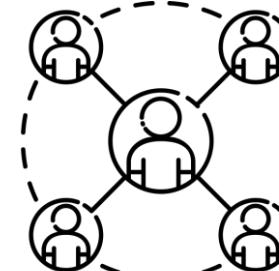
# STRATEGIC BENEFITS



More leads



Higher conversion



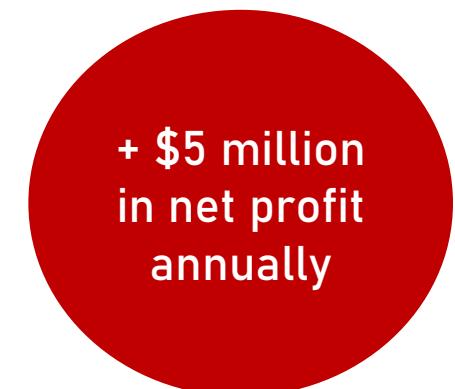
Better customer engagement



Improved customer satisfaction and retention



More opportunities,  
more transactions



## FINANCIAL BENEFITS

87%

ROI

\$233k

OpEx

Annual Revenues

Classic Fees

\$ 1.9  
Million

\$ 3.8  
Million

Unlocked Transactions

Figures are for steady state

The background image shows a close-up perspective of a red steel bridge's truss structure. The bridge is made of riveted red steel beams forming a triangular lattice pattern. Several thick black cables are attached to the top chord of the truss. The sky above is a clear, pale blue.

# IMPLEMENTATION

# ROADMAP

## H2 2023

Product ideation, User experience

**Internal Prototype**

**Partner with affinity clubs**

## H2 2024

**Personalization**

- Badges
- Nudges

## H1 2024

**MVP Unlocked**

- Open forum, Communities, Direct Messaging

Expand affinity club partnerships

## Steady State

Focus on **content**, RM engagement

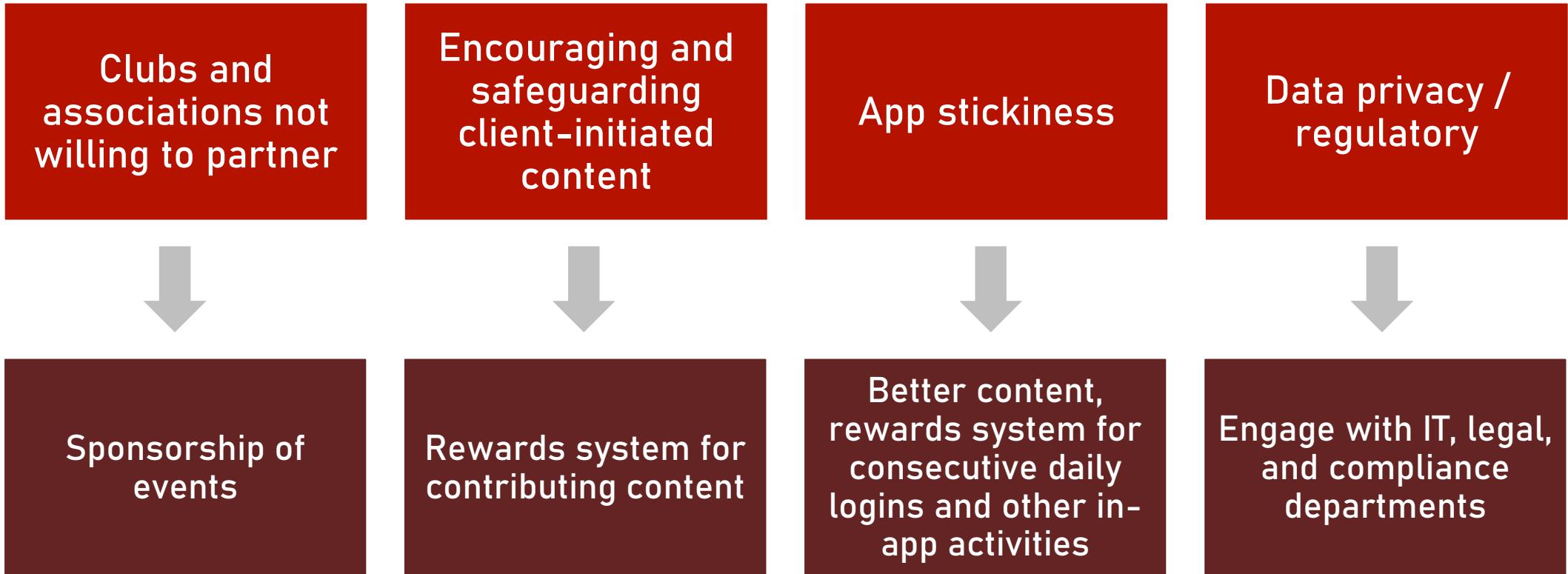
Scale back club sponsorships





# RISKS AND MITIGATION

# RISKS AND MITIGATION





# CONCLUSION

Generate  
leads through  
affinity clubs



Unlock App for  
early access and  
client retention



+ \$5M annual net  
profit for UBS



# APPENDIX

# IMPLEMENTATION PLAN

GOAL	TEAMS REQUIRED	IMPLEMENTATION DURATION
Increase leads, conversion, engagement, and profits	Leadership, financial advisors, sales and marketing, technology, compliance and legal	Q3 2023 – Q4 2024

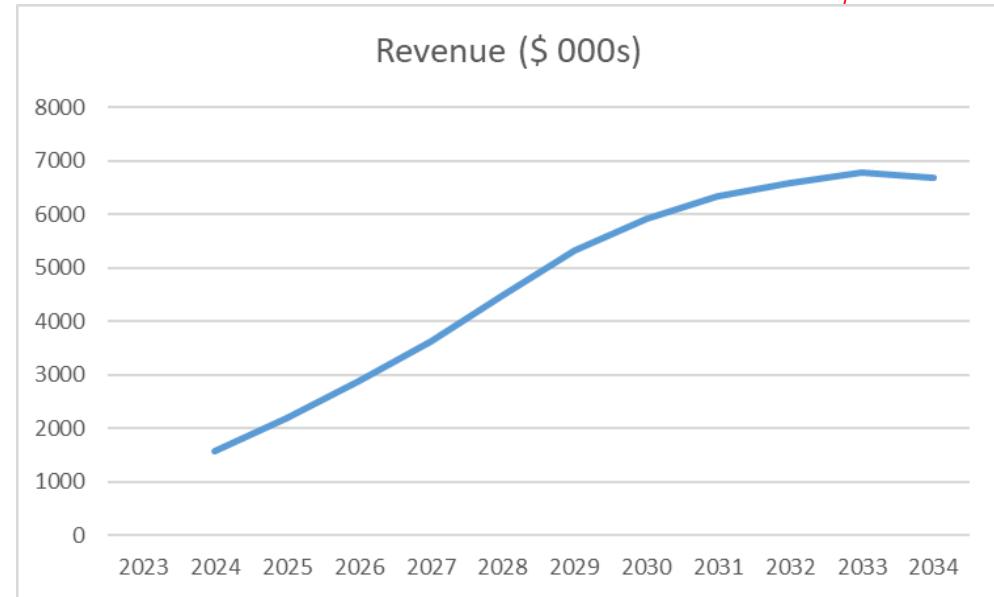
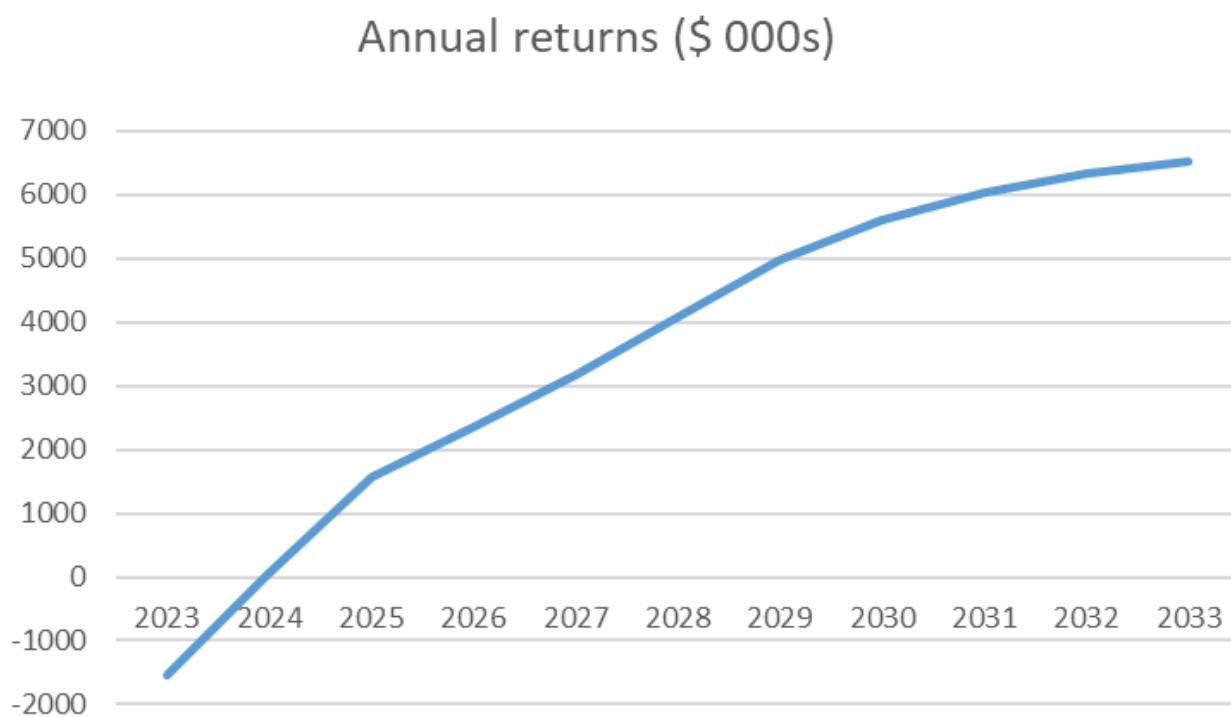
## IMPLEMENTATION PLAN

S/N	Task	Dates							Details
		FY		2023			2024		
QUARTER		Q3	Q4	Q1	Q2	Q3	Q4	Q1	
1	Product development, club partnerships								Beta version of Unlock app, user testing, calibration of features, start communications and partnerships with affinity clubs, train FAs
2	Unlock app launch, partnership expansion								Launch Unlock app for clients' use, partner with more affinity clubs
3	Additional features								Develop and launch personalization features for the Unlock app
4	Steady state								Focus on content creation, FA engagement; scale back on club events

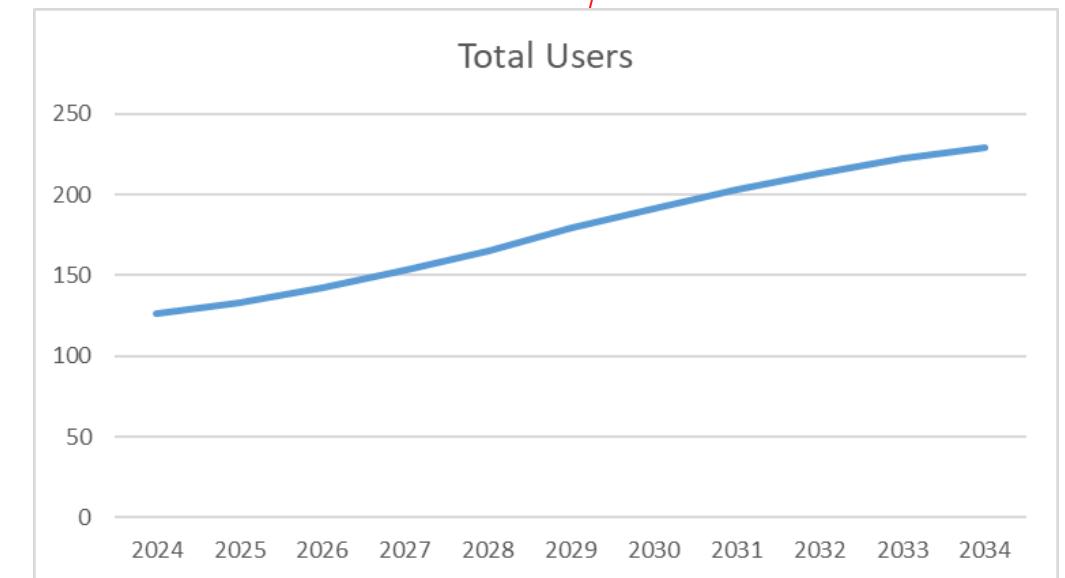
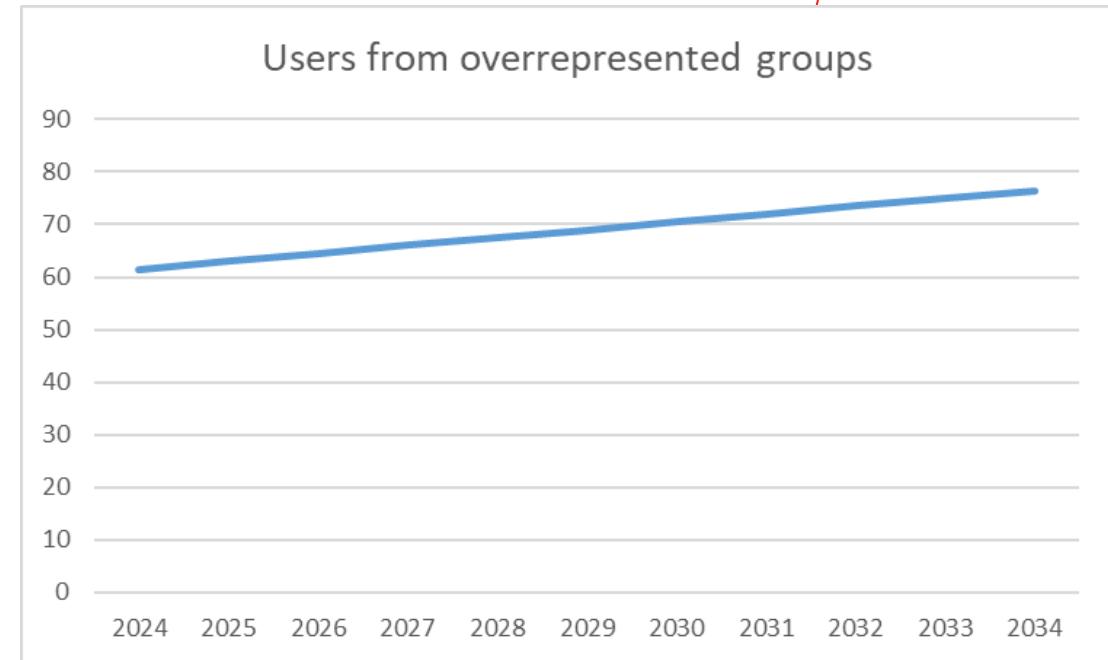
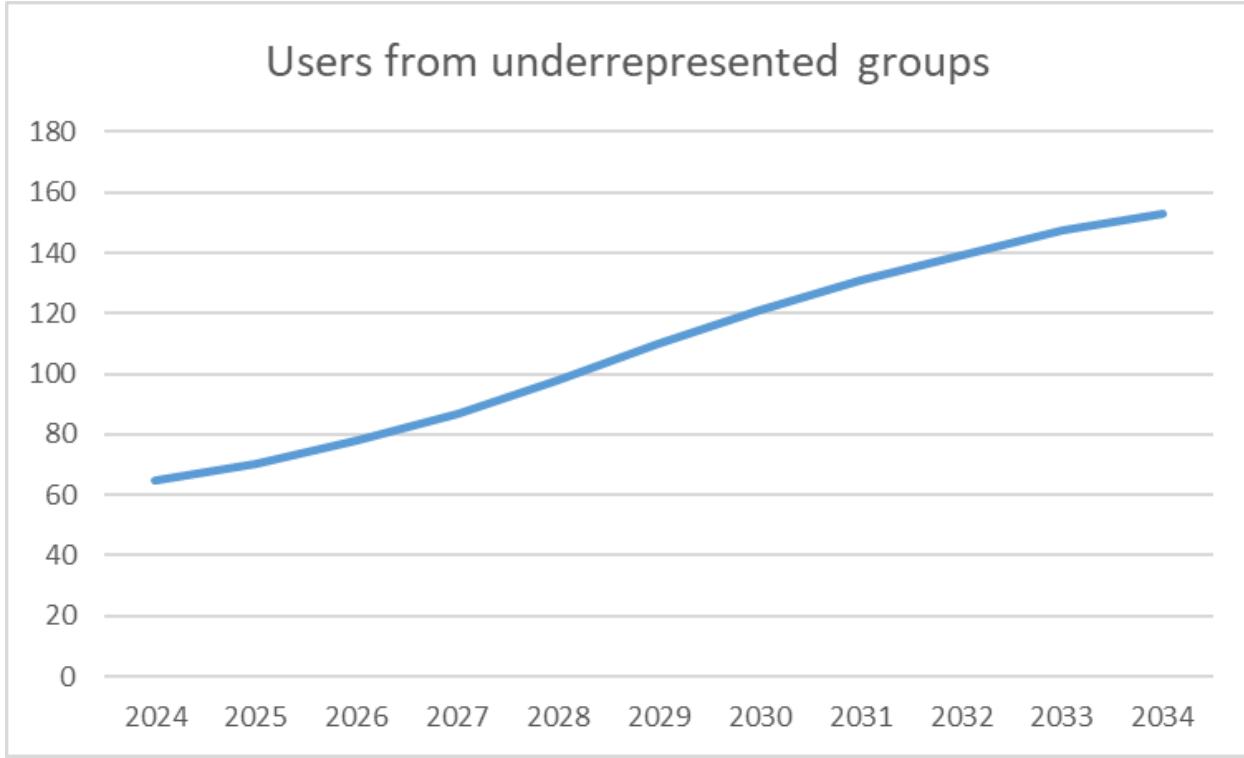
## KEY PERFORMANCE INDICATORS

Measure	Calculation
Conversion rate	# of prospects converted / # of event attendees
Client acquisition cost	Marketing cost / # of new client
Number of downloads and uninstalls, daily active users, average session length, impressions	

# FINANCIALS



# USERS



# USERS

			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	CUSTOMER ACQUISITION													
	HNI growth rate		30%	30%	20%	20%	10%	-10%	-10%	-10%	-10%	-10%	-30%	
Underrepresented	New customers		15	20	25	30	37	40	36	33	29	26	18	
	Total customers	200	215	235	260	290	327	367	403	436	465	491	510	
	App users		65	70	78	87	98	110	121	131	139	147	153	30%
Overrepresented	New customers		30	30	30	30	30	30	30	30	30	30	30	
	Total customers	1200	1230	1260	1290	1320	1350	1380	1410	1440	1470	1500	1530	
	App users		61.5	63	64.5	66	67.5	69	70.5	72	73.5	75	76.5	5%
	Total customers (all)	1400	1445	1495	1550	1610	1677	1747	1813	1876	1935	1991	2040	
	Total app users		126	133	142	153	166	179	191	203	213	222	229	Average 178
	Conversations per user per year		5	5	6	6	7	7	8	8	8	9	9	
	Total conversations		630	706	805	930	1087	1273	1454	1630	1800	1962	2088	

UBS IWM US AUM	4200000
Average AUM per client	3000
Clients	1400

# UNIQUE DEALS CAPTURED

Conversations on Unlock

Investment conversations (5%)

Deals captured by  
UBS (40%)

Deals attained  
exclusively  
from Unlock  
(60%)

# UNIQUE DEALS CAPTURED

DEAL FLOW		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Meaningful deal conversation on platform	5%	32	35	40	46	54	64	73	82	90	98	104
Deals captured by UBS	40%	13	14	16	19	22	25	29	33	36	39	42
Average deal size	3000											
UBS ' commission	5%	150										
Revenue driven		1890	2117	2416	2790	3262	3818	4362	4890	5399	5886	6265
Deals that UBS would have captured anyway	40%											
App-exclusive revenue driven		1134	1270	1450	1674	1957	2291	2617	2934	3239	3532	3759

# STANDARD CUSTOMER VALUE

STANDARD CUSTOMER VALUE		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
New customers		15	20	25	30	37	40	36	33	29	26	18
AUM added		45000	58500	76050	91260	109512	120463	108417	97575	87818	79036	55325
Management fees	1%	450	914	1427	1955	2522	3046	3308	3390	3353	3238	2917

# COSTS

<b>Development</b>	<b>900</b>												
Maintenance	162.5												
Hosting	10												
Licensing	2												
Legal	20												
App marketing	150												
	2023	2024	2025		2026	2027	2028	2029	2030	2031	2032	2033	2034
		-20%	-20%		-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%
Lead generation	450	360	288		230	184	147	118	94	75	60	48	39
	<b>2023</b>	<b>2024</b>	<b>2025</b>		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
<b>TOTAL COSTS</b>	<b>1532</b>	<b>1532</b>	<b>623</b>		<b>533</b>	<b>461</b>	<b>403</b>	<b>357</b>	<b>320</b>	<b>290</b>	<b>267</b>	<b>248</b>	<b>233</b>

# COSTS

DEVELOPMENT			
Product Team	Quantity	Development cost (annual)	Maintenance cost
PM	1	200	
EM	1	200	0.5
UXR	1	50	
UI	3	50	0.5
Backend	5	50	0.5
BA	1	50	0.25
		900	162.5
Time to develop	1 year		

Lead generation	
Number of clubs	5
Event per club	3
Cost per event	30
Event costs	450
People per event	30
Spend per person	1000

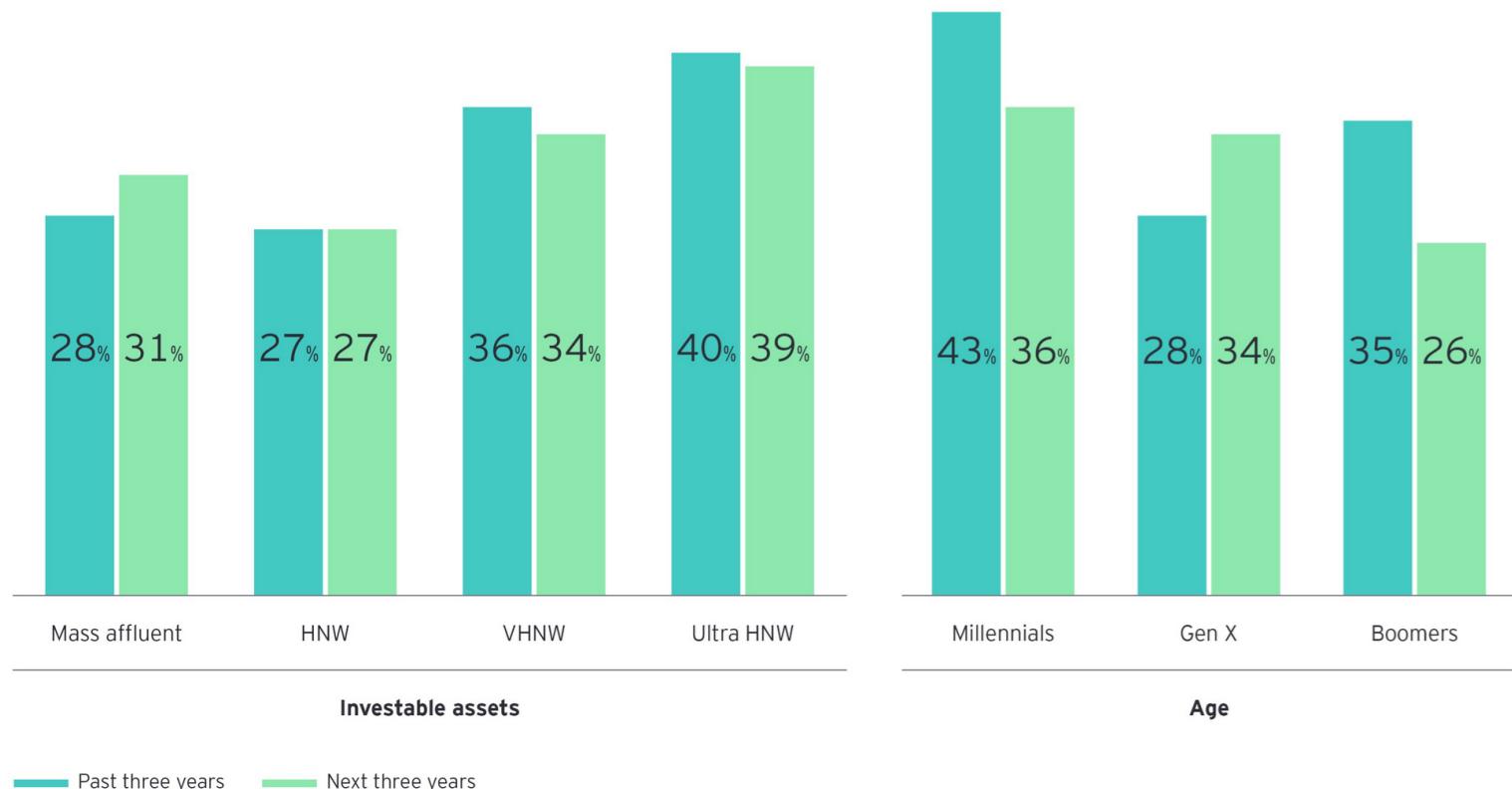
Event attendance	1000	
Event lead generation	700	70%
UBS qualification	490	70%
App engagement	196	40%
App converts	58.8	30%
CAC	7.653k	

# INDUSTRY INSIGHTS

- Clients experience better engagement via in-person events rather than virtual ones.
- PWM is an industry with low customer loyalty, low product differentiation, with higher churn rate correlated to higher net worth. Clients also tend to have relationships with multiple wealth management firms.
- BIPOC clients are interested in investing in their communities
- Some clients have been known to form private networks with exclusive private equity deals.
- Clients have misconception that sustainable/social investing produce lower returns.

# INDUSTRY INSIGHTS

Switching behavior by wealth level and age, past three and next three years



Source: EY Wealth Management Research

# INDUSTRY INSIGHTS

Megatrend 6  
Switching providers

## Over the next two years, investors will look to add providers

In their hunt for new products and services, and better returns, many investors will add providers over the next two years, especially as they get richer. Only 6% prefer fewer providers, which may stymie efforts to consolidate client assets.

### Number of providers investors work with now

Number of providers	Mass market/ Mass affluent	HNW	VHNW	UHNW	Billionaires	Total
1	38%	37%	25%	26%	23%	34%
2	51%	46%	42%	32%	32%	44%
3	9%	16%	25%	25%	18%	16%
4	1%	1%	7%	14%	16%	4%
5	0%	1%	2%	2%	11%	1%
Prefer more firms in future	41%	42%	47%	39%	39%	42%

IQ15. How many providers do you currently work with and what are your preferences for the future IQ15d. Why do you prefer more providers?

### Fewer or more providers in the future?

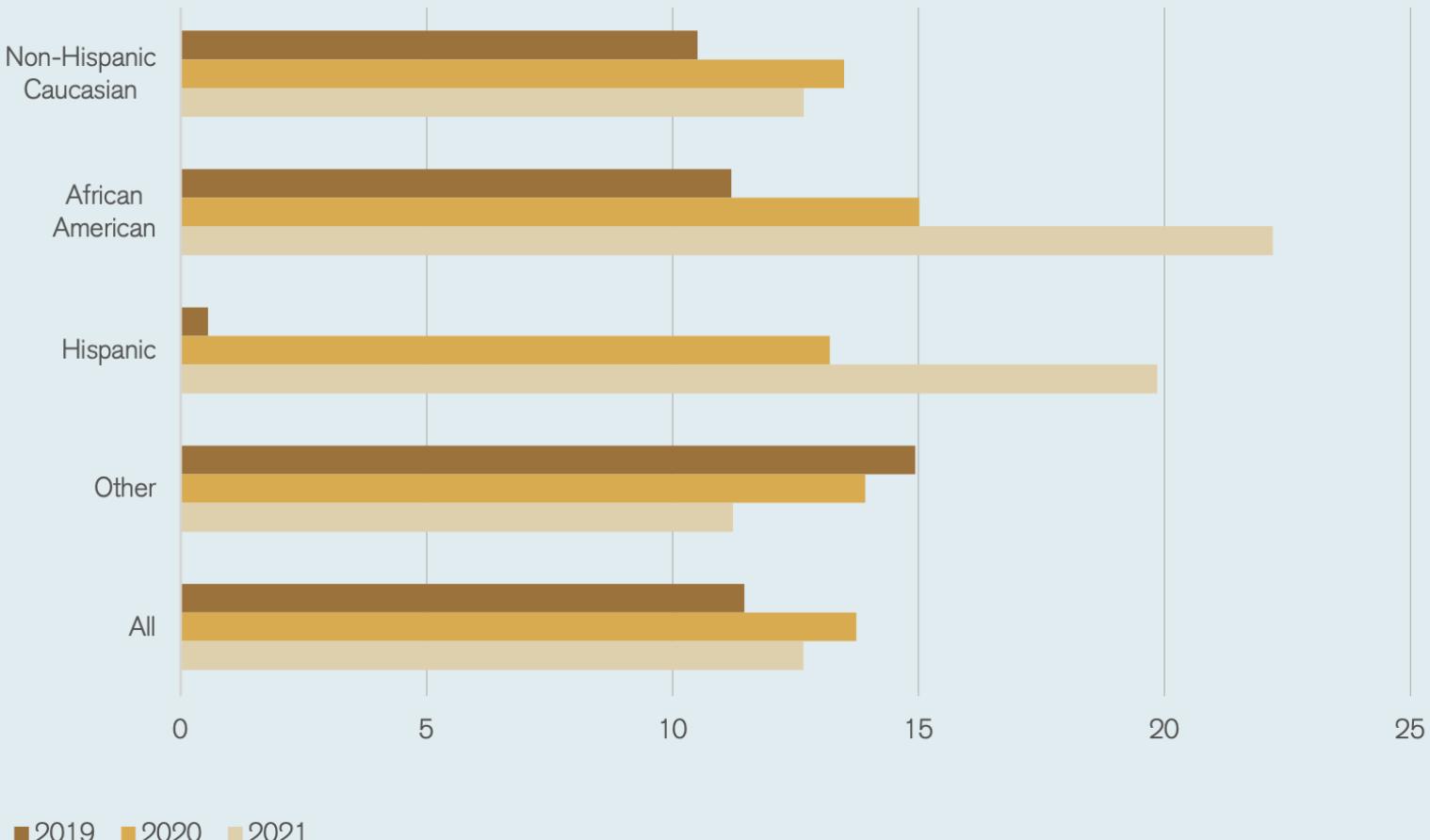
Preference	Gen Z	Millennial s	Gen X	Boomers & beyond	Total
Prefer fewer provider	3%	5%	7%	5%	6%
Stay with the same number	49%	48%	49%	60%	53%
Prefer more providers	47%	47%	44%	35%	42%

### Reasons to prefer more providers



# INDUSTRY INSIGHTS

**Figure 7: Percentage change in wealth by race 2019–21, United States**



Source: James Davies, Rodrigo Lluberas and Anthony Shorrocks, Credit Suisse Global Wealth Databook 2022

# OTHER CLUBS

- National Association of Women Business Owners (NAWBO)
- Women's Business Development Center (WBDC)
- National Women's Business Council (NWBC)
- Women's Business Enterprise National Council (WBENC)
- Association of Women's Business Centers (AWBC)
- Ladies Who Launch
- Ellevate Network
- Hera Hub
- The Riveter
- National Minority Supplier Development Council (NMSDC)
- Black Business Association (BBA)
- U.S. Black Chambers, Inc. (USBC)
- National Association of Black Accountants (NABA)
- The United States Hispanic Chamber of Commerce (USHCC)
- The National Association of Hispanic Real Estate Professionals (NAHREP)
- The National Hispanic Business Group (NHBG)
- The Latino Business Action Network (LBAN)
- The National Latino Farmers & Ranchers Trade Association (NLFRTA)

# OTHER SOURCES OF LEADS

Online databases like Dun & Bradstreet and Data Axle provide access to business based on revenue, ownership, location, and other criteria

U.S. Businesses

234 Results

18 with e-mail addresses [more info]

 Revise Search  New Search

— NEW! —

Page 1 of 10

[Review](#) [Details](#) [Heat Map](#) [Summary](#) [Charts](#) [Download](#) [Print](#) [Save Search](#)

<input type="checkbox"/>	Company Name	Executive Name	Street Address	City, State	ZIP	Phone	Corp. Tree
<input type="checkbox"/>	<a href="#">1st Class Auto Body</a>	Robert Williams	86 Condor St # 3	Boston, MA	02128	(617) 567-9043	
<input type="checkbox"/>	<a href="#">354 Congress Fine Dining</a>	Michelle Pane	354 Congress St	Boston, MA	02210	(857) 445-0220	
<input type="checkbox"/>	<a href="#">A L G Realty Inc</a>	Amy L Goldberg	27 Concord Sq # 3	Boston, MA	02118	Not Available	
<input type="checkbox"/>	<a href="#">Ahc Allied Health Care-New</a>	Patrice Dykens	469 Neponset Ave	Boston, MA	02122	(617) 474-9400	
<input type="checkbox"/>	<a href="#">Alliance Print Group</a>	Catherine St Sauveur	110 K St # 330	Boston, MA	02127	(617) 464-4669	
<input type="checkbox"/>	<a href="#">Angel Beauty Inc</a>	Rita Wong	9 Knapp St # 2	Boston, MA	02111	(617) 357-5722	
<input type="checkbox"/>	<a href="#">Angela's Cafe-Eagle Hill</a>	Louis Garcia	131 Lexington St	Boston, MA	02128	(617) 567-4972	
<input type="checkbox"/>	<a href="#">Anita KURL</a>		1661 Washington St # A	Boston, MA	02118	(617) 266-2668	

# OTHER SOURCES OF LEADS

**data axle** • reference solutions    Webinars    Learning Center

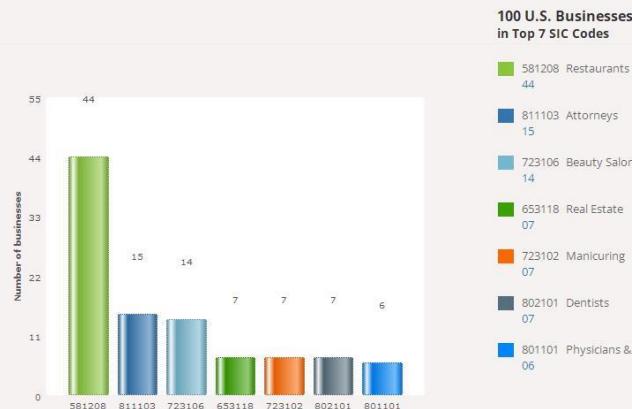
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U.S. Businesses

## Summary Report for Your Search

Your Search: Location Sales Volume: Less Than \$500,000, \$500,000-1 Million, \$1-2.5 Million,...[show more](#)

[SIC Code](#) | [NAICS Code](#) | [ZIP Code](#) | [Employee Size](#)



The premier source of business and residential information for reference and research... (2023, February 15). Reference Solutions. Retrieved February 15, 2023 2:25 PM, from <http://referenceusa.com/UsBusiness/VisualDataSummary/Visualisation/c0202ce68aa74c5b92a0355c9c2e383b>

[SWITCH TO MLA FORMAT](#)

## Full Report for 234 U.S. Businesses

Page 1 of 5



Primary SIC	Primary SIC Description	Business Count
581208	Restaurants	44
811103	Attorneys	15
723106	Beauty Salons	14
653118	Real Estate	7
723102	Manicuring	7
802101	Dentists	7
801101	Physicians & Surgeons	6
804201	Osteometrics, Inc.	6

**data axle** • reference solutions    Webinars    Learning Center

[Back to Results](#)

## Heat Map

Your Search: Location Sales Volume: Less Than \$500,000, \$500,000-1 Million, \$1-2.5 Million,...[show more](#)

Generate Heat Map for:

Location  Sales Volume  Number of Employees



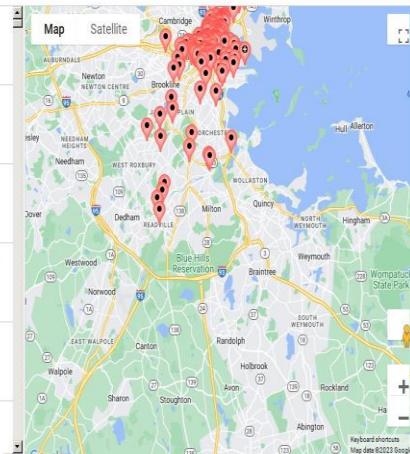
231 U.S. Businesses at this zoom level [Reset View](#) [Refresh Map](#) [Zoom to PDF](#)



Lower Density Higher Density

Points of Interest [Clear All](#)

- Transportation
- Attractions
- Restaurants
- Convenience Stores
- Schools & Libraries
- Police & Fire Departments



The premier source of business and residential information for reference and research... (2023, February 15). Reference Solutions. Retrieved February 15, 2023 2:24 PM, from <http://referenceusa.com/UsBusiness/HeatMap/c0202ce68aa74c5b92a0355c9c2e383b>

[SWITCH TO MLA FORMAT](#)

## Top 50 Tally Results By ZIP Code

ZIP Code	Tally
02116-38	02118-25
02115-18	02109-17
02113-12	02128-11
02215-10	02136-4
02119-2	02122-1
02129-1	02131-1
	02132-1
	02199-1

300 Downloads/Print per Search

# THANK YOU

