

UBS

UNLOCK

TOBLERONE ASSOCIATES



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Innovation Technology
Financial Services



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Strategy Consulting
Business Development



Josh Thamrin

Operations Strategy
International Relations



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

A low-angle, upward-looking shot of a massive, rusted metal structure, likely a bridge or industrial tower. The structure is composed of large, riveted steel plates. The sky is bright and overcast, with several power lines stretching diagonally across the upper right portion of the frame. A solid red rectangular box is centered over the middle of the image, containing the text "INDUSTRY INSIGHTS" in white, bold, sans-serif capital letters.

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



A low-angle, upward-looking shot of a massive, rusted steel bridge tower. The structure is composed of heavy steel beams and plates, heavily riveted, showing significant weathering and rust. The tower rises steeply towards a bright, overcast sky. Several power lines are visible, stretching diagonally across the upper right portion of the frame. A solid red rectangular box is superimposed over the center of the image, containing the word 'RECOMMENDATION' in white, bold, sans-serif capital letters.

RECOMMENDATION

CLIENT JOURNEY



CLUBS

Women

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

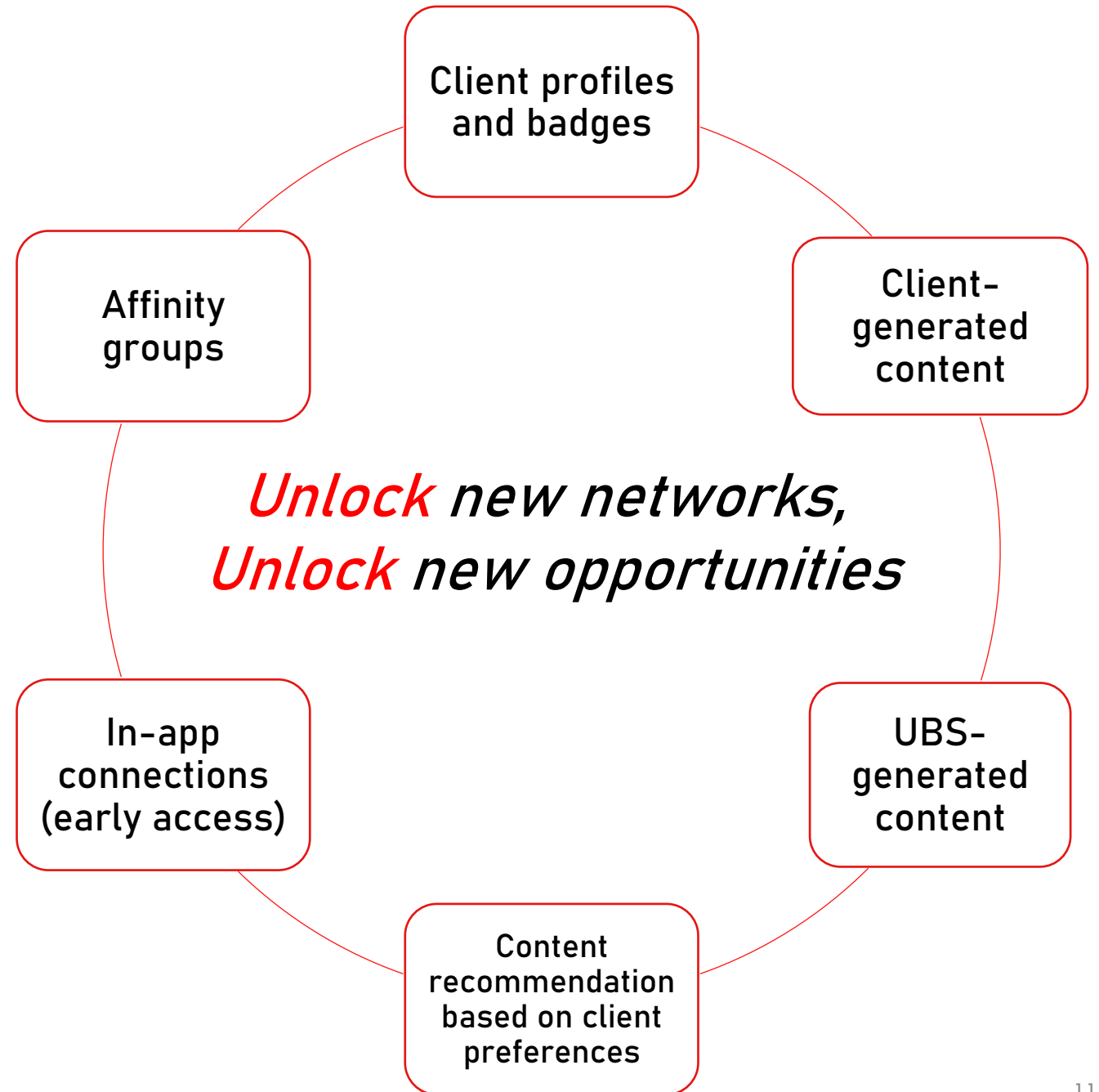
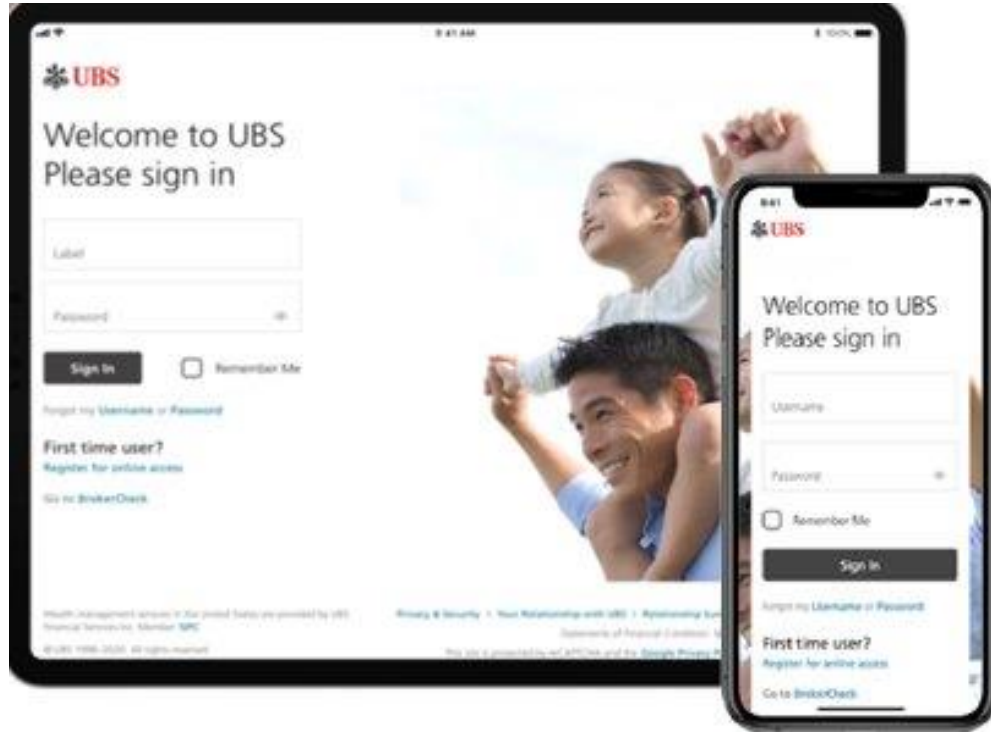
Black

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

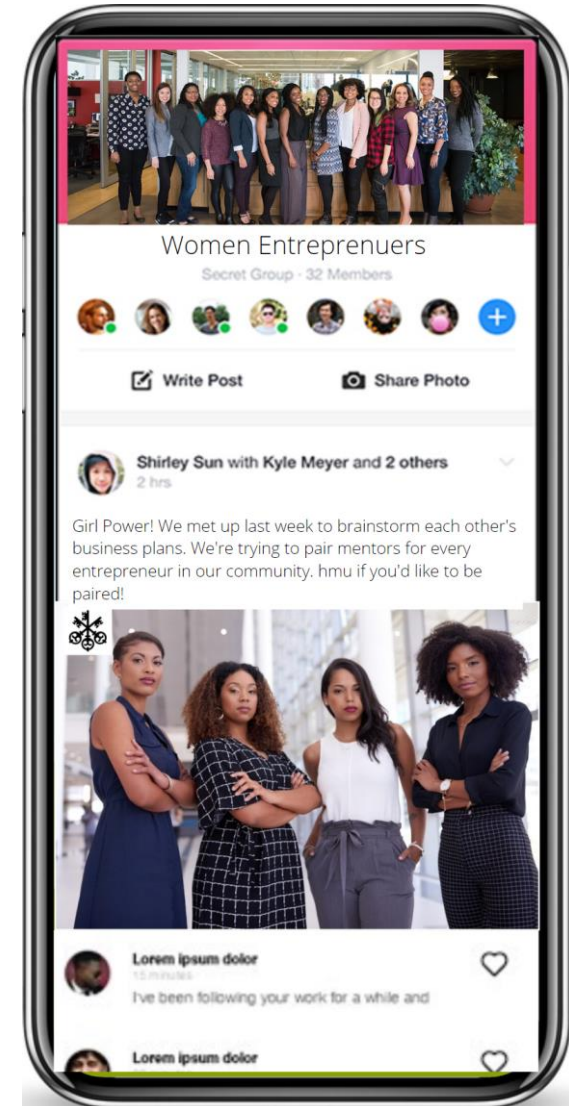
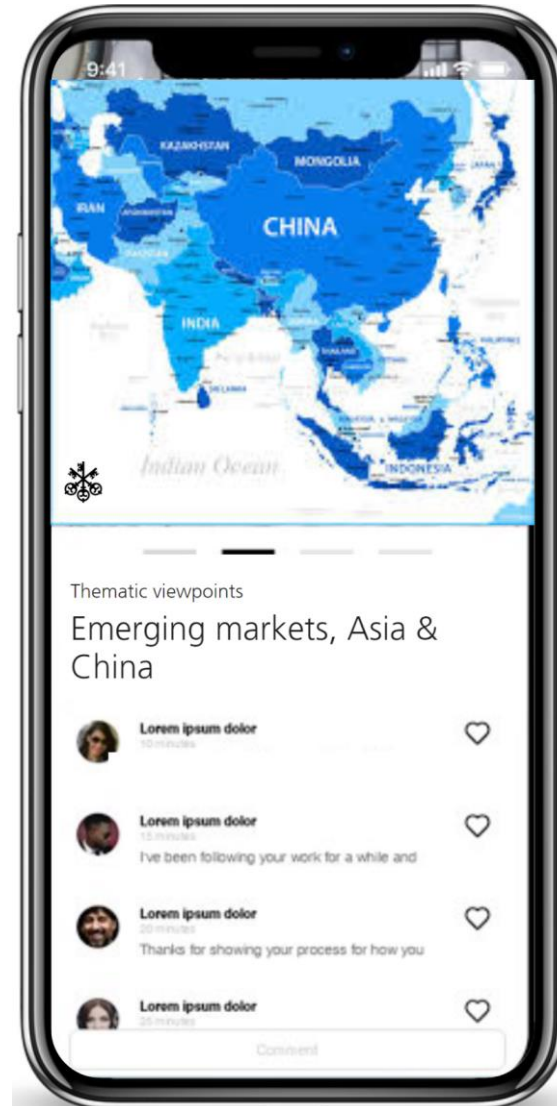
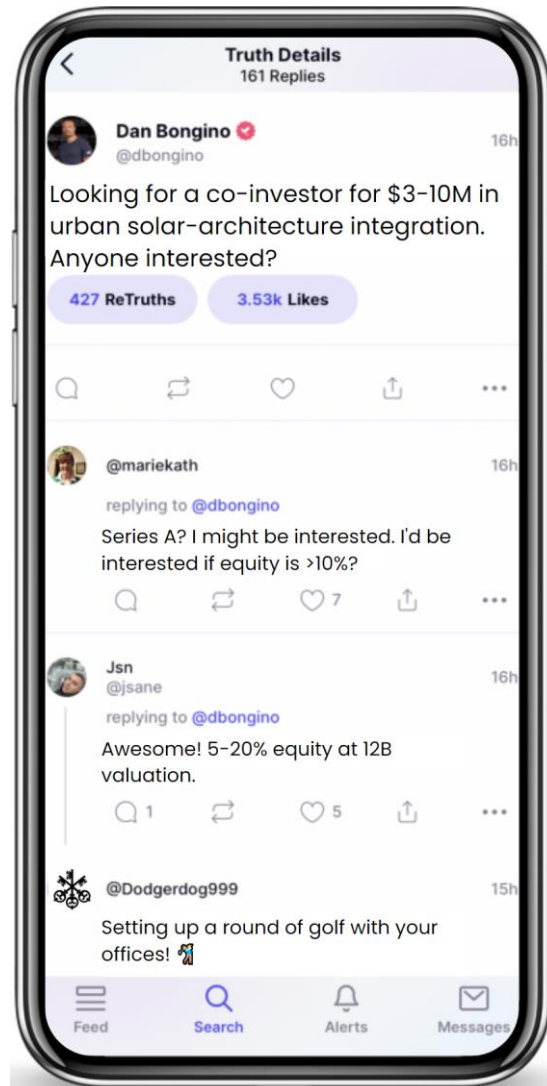
Latinx

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

UNLOCK APP



USER-DRIVEN CONTENT



UBS-DRIVEN CONTENT



UBS  @UBS · Financial
Melinda Hightower
speaks with UBS,
who are making h



Asset Management

Select role

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Look beyond China when investing in Asia



10 August 2020, 5:35PM UTC

Chief Investment Office GWM

Investment Research

Yield opportunities in Latin America

Emerging market bonds

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)

is to identify what is important to
ou a solid investment opportunity.
align your preferences with your
... the core ways.



se portfolio
gers

ditional path to inclusivity
come through investments
e led by diverse portfolio

597 views

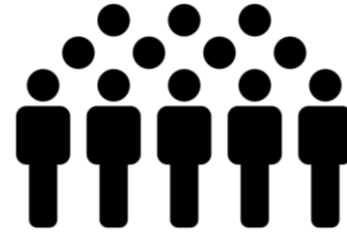
10



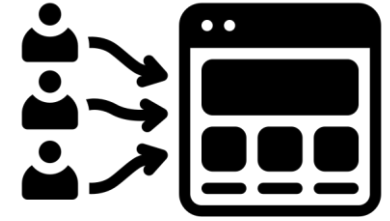


STRATEGIC & FINANCIAL BENEFITS

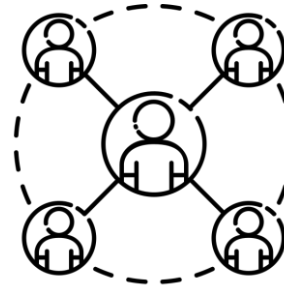
STRATEGIC BENEFITS



More leads



Higher conversion



Better customer
engagement



Improved customer
satisfaction and retention



More opportunities,
more transactions

+ \$5 million
in net profit
annually

FINANCIAL BENEFITS

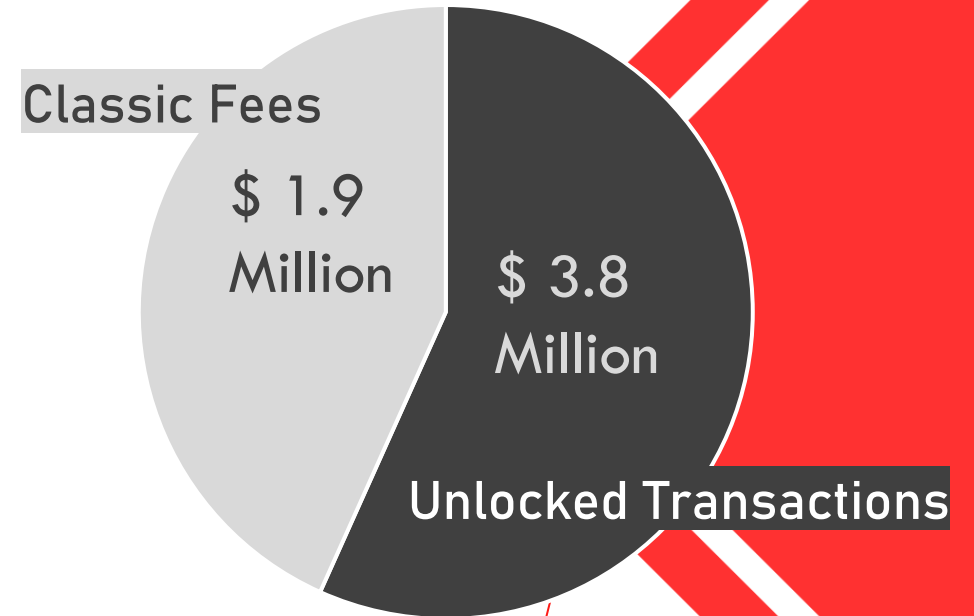
87%

ROI

\$233k

OpEx

Annual Revenues



Figures are for steady state

A low-angle, upward-looking photograph of a massive, rusted steel bridge tower. The structure is composed of heavy steel beams and plates, heavily riveted, showing significant weathering and rust. The tower rises steeply towards a bright, overcast sky. Several power lines are visible, stretching diagonally across the upper right portion of the frame. A solid red rectangular box is superimposed over the center of the image, containing the word 'IMPLEMENTATION' in white, bold, sans-serif capital letters.

IMPLEMENTATION

ROADMAP

H2 2023

Product ideation, User experience

Internal Prototype

Partner with affinity clubs

H1 2024

MVP Unlocked

- Open forum, Communities, Direct Messaging

Expand affinity club partnerships

H2 2024

Personalization

- Badges
- Nudges

Steady State

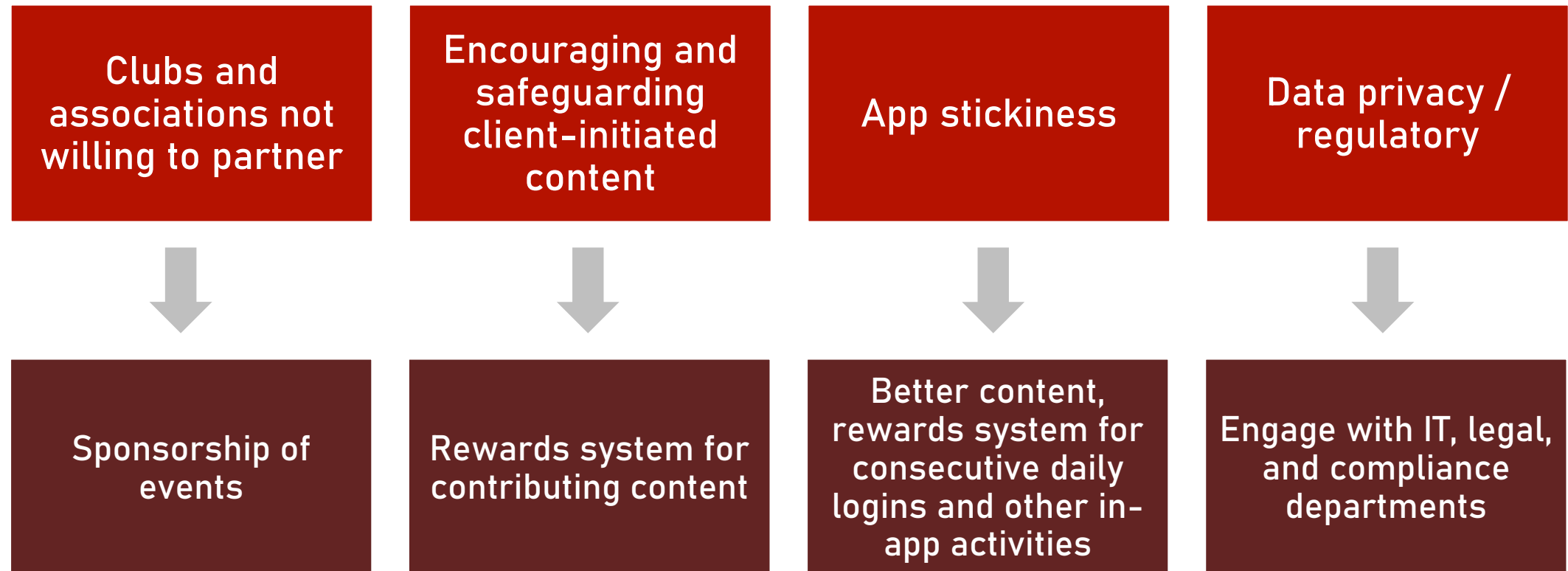
Focus on content, RM engagement
Scale back club sponsorships



A low-angle, upward-looking shot of a massive, rusted steel bridge tower. The structure is composed of heavy steel beams and rivets, showing significant weathering. Several power lines stretch diagonally across the upper right portion of the frame against a pale, overcast sky. A solid red rectangular box is superimposed over the center of the image, containing the text "RISKS AND MITIGATION" in white, bold, sans-serif capital letters.

RISKS AND MITIGATION

RISKS AND MITIGATION



A low-angle, upward-looking shot of a massive, rusted steel bridge tower. The structure is composed of heavy beams and rivets, showing significant weathering. Several power lines stretch diagonally across the upper right portion of the frame against a clear blue sky. A bright light source, likely the sun, is visible near the top of the tower, creating a lens flare effect.

CONCLUSION

**Generate
leads through
affinity clubs**



**Unlock App for
early access and
client retention**



**+ \$5M annual net
profit for UBS**

A low-angle, upward-looking photograph of a massive, rusted steel bridge tower. The structure is composed of heavy steel beams and plates, heavily riveted, showing significant weathering and rust. The tower rises steeply towards a bright, overcast sky. Several power lines are visible, stretching diagonally across the upper right portion of the frame. A solid red rectangular box is superimposed over the center of the image, containing the word 'APPENDIX' in white, bold, sans-serif capital letters.

APPENDIX

IMPLEMENTATION PLAN

GOAL

Increase leads, conversion, engagement, and profits

TEAMS REQUIRED

Leadership, financial advisors, sales and marketing, technology, compliance and legal

IMPLEMENTATION DURATION

Q3 2023 – Q4 2024

IMPLEMENTATION PLAN

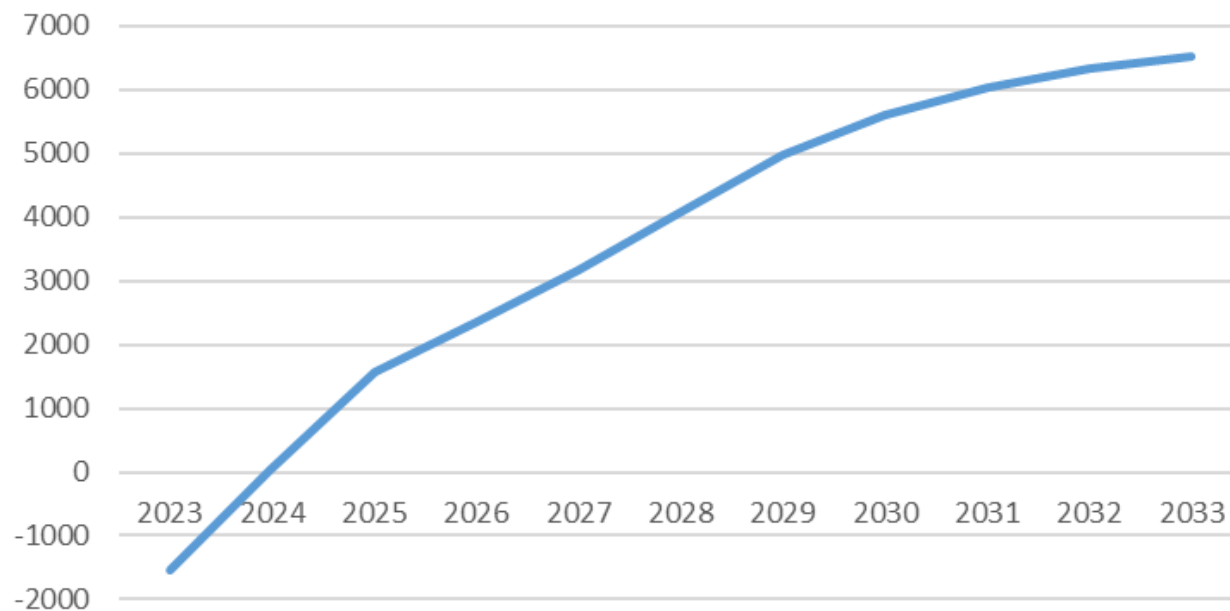
S/N	Task	Dates							Details
FY		2023		2024				2025	
QUARTER		Q3	Q4	Q1	Q2	Q3	Q4	Q1	
1	Product development, club partnerships								Beta version of Unlock app, user testing, calibration of features, start communications and partnerships with affinity clubs, train FAs
2	Unlock app launch, partnership 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

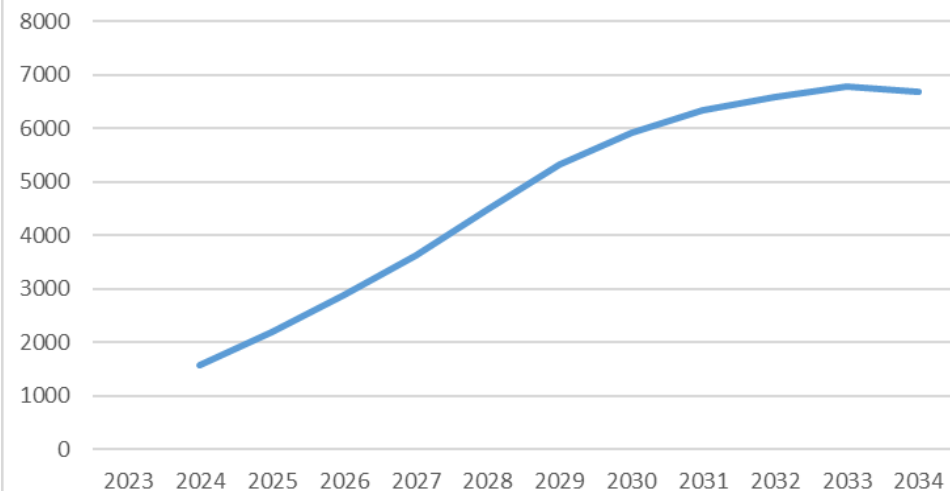
Measure	Calculation
Conversion rate	# of prospects converted / # of event attendees
Client acquisition cost	Marketing cost / # of new client
Number of downloads and uninstalls, daily active users, average session length, impressions	

FINANCIALS

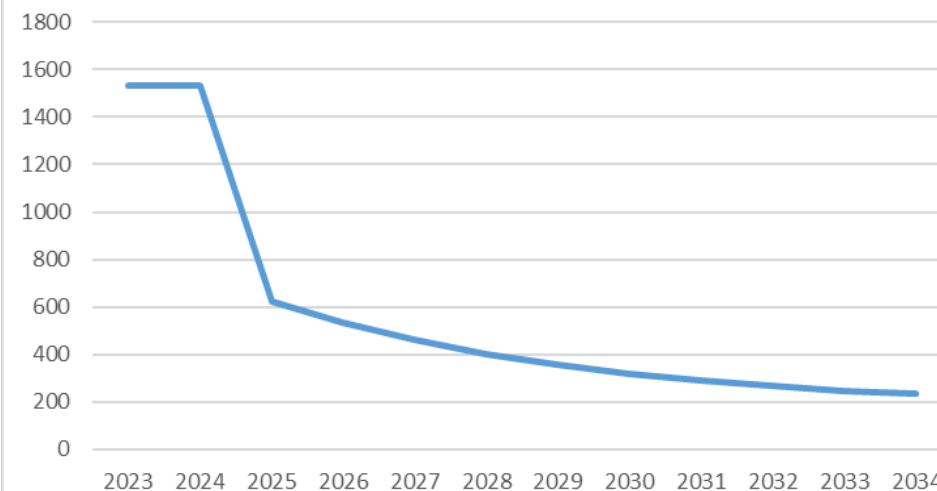
Annual returns (\$ 000s)



Revenue (\$ 000s)

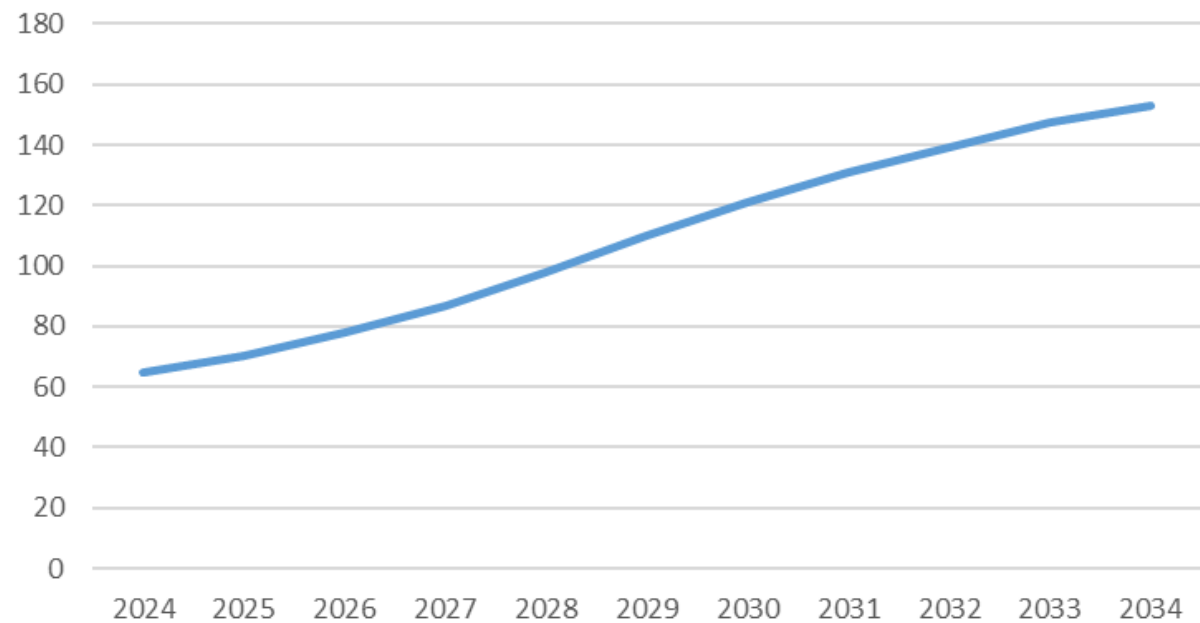


Costs (\$ 000s)

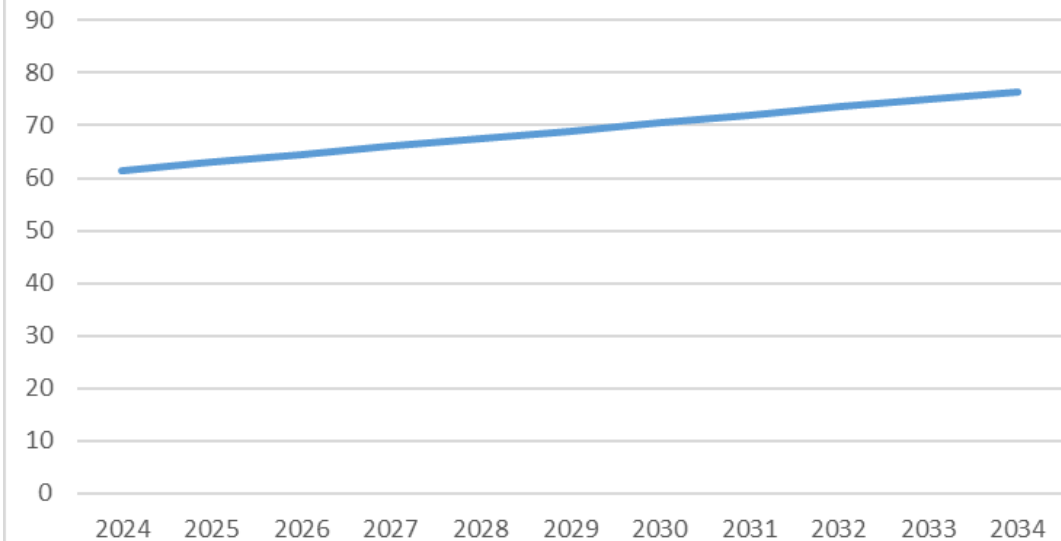


USERS

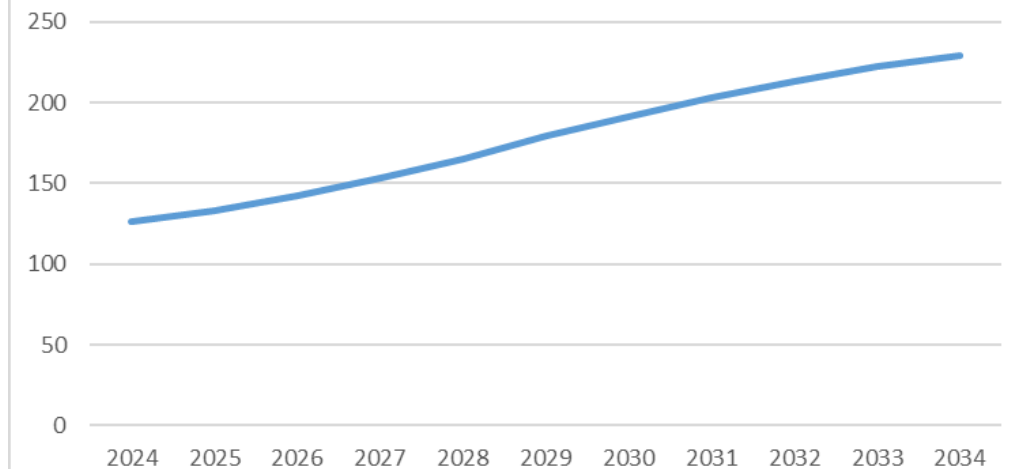
Users from underrepresented groups



Users from overrepresented groups



Total Users

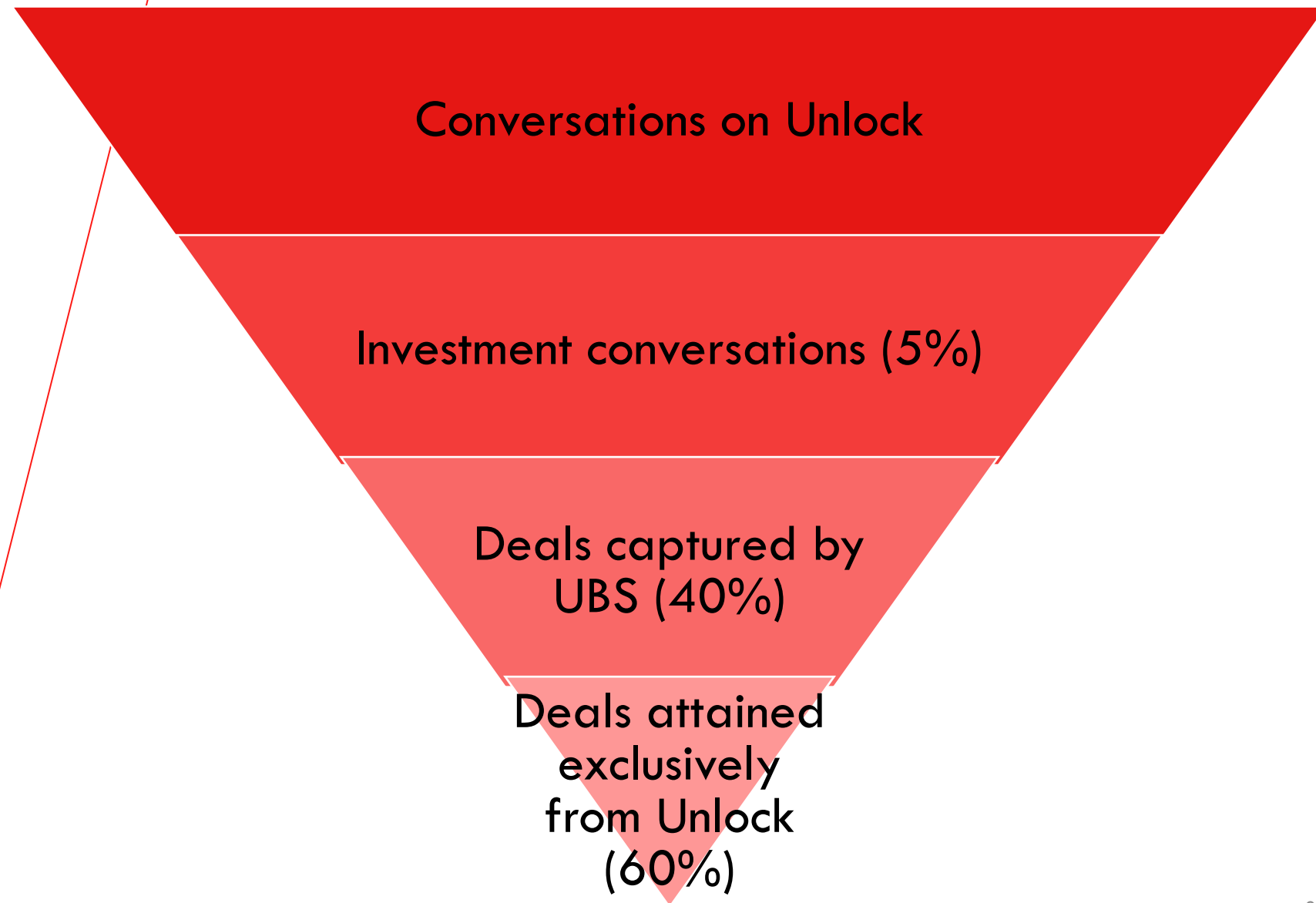


USERS

			2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		
	CUSTOMER ACQUISITION														
Underrepresented	HNI growth rate			30%	30%	20%	20%	10%	-10%	-10%	-10%	-10%	-30%		
	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



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

Development	900											
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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
TOTAL COSTS	1532	1532	623	533	461	403	357	320	290	267	248	233

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

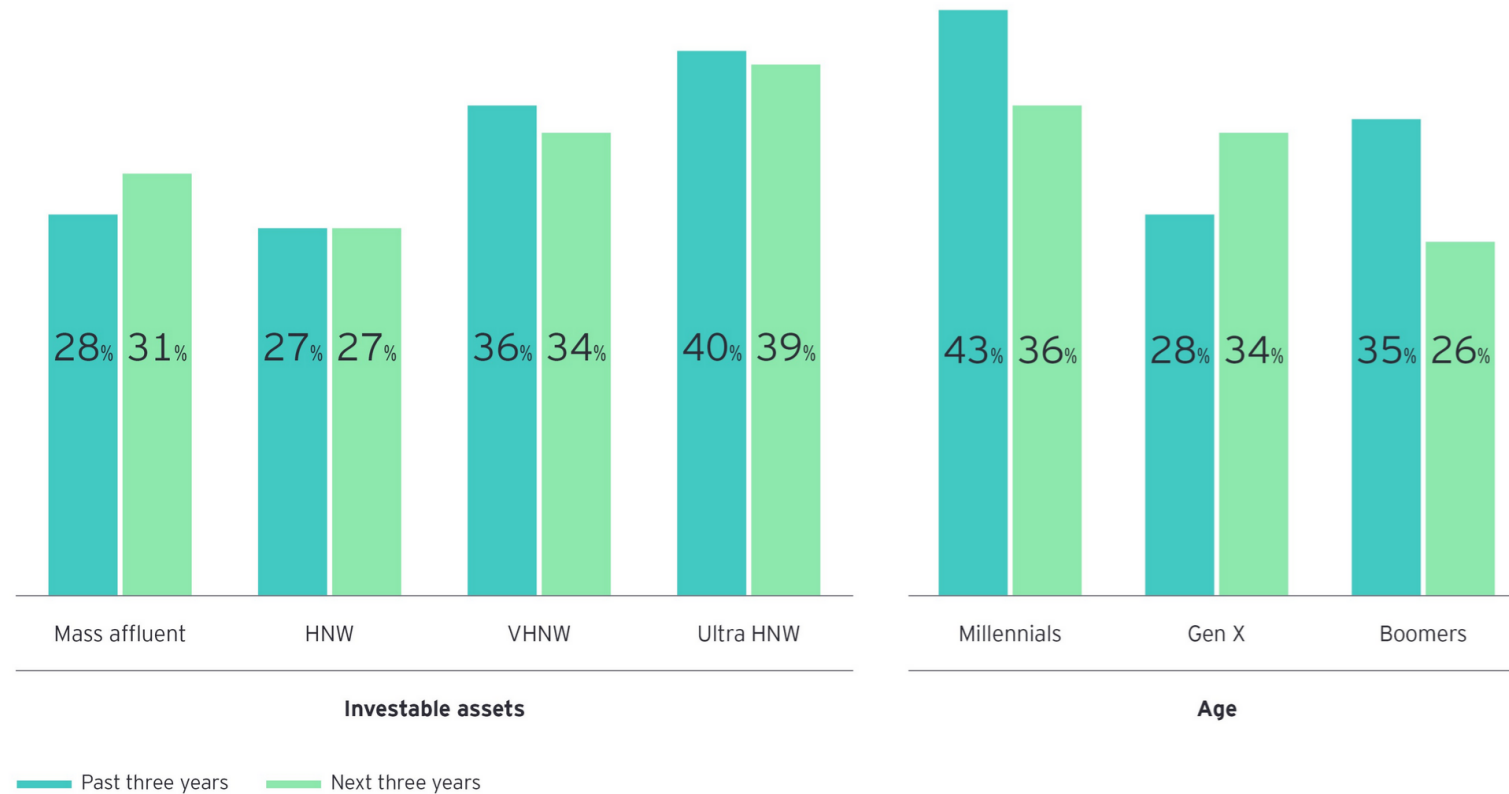
Event attendance	1000	
Event lead generation	700	70%
UBS qualification	490	70%
App engagement	196	40%
App converts	58.8	30%
CAC	7.653k	

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%

Fewer or more providers in the future?

Preference	Gen Z	Millennials	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%

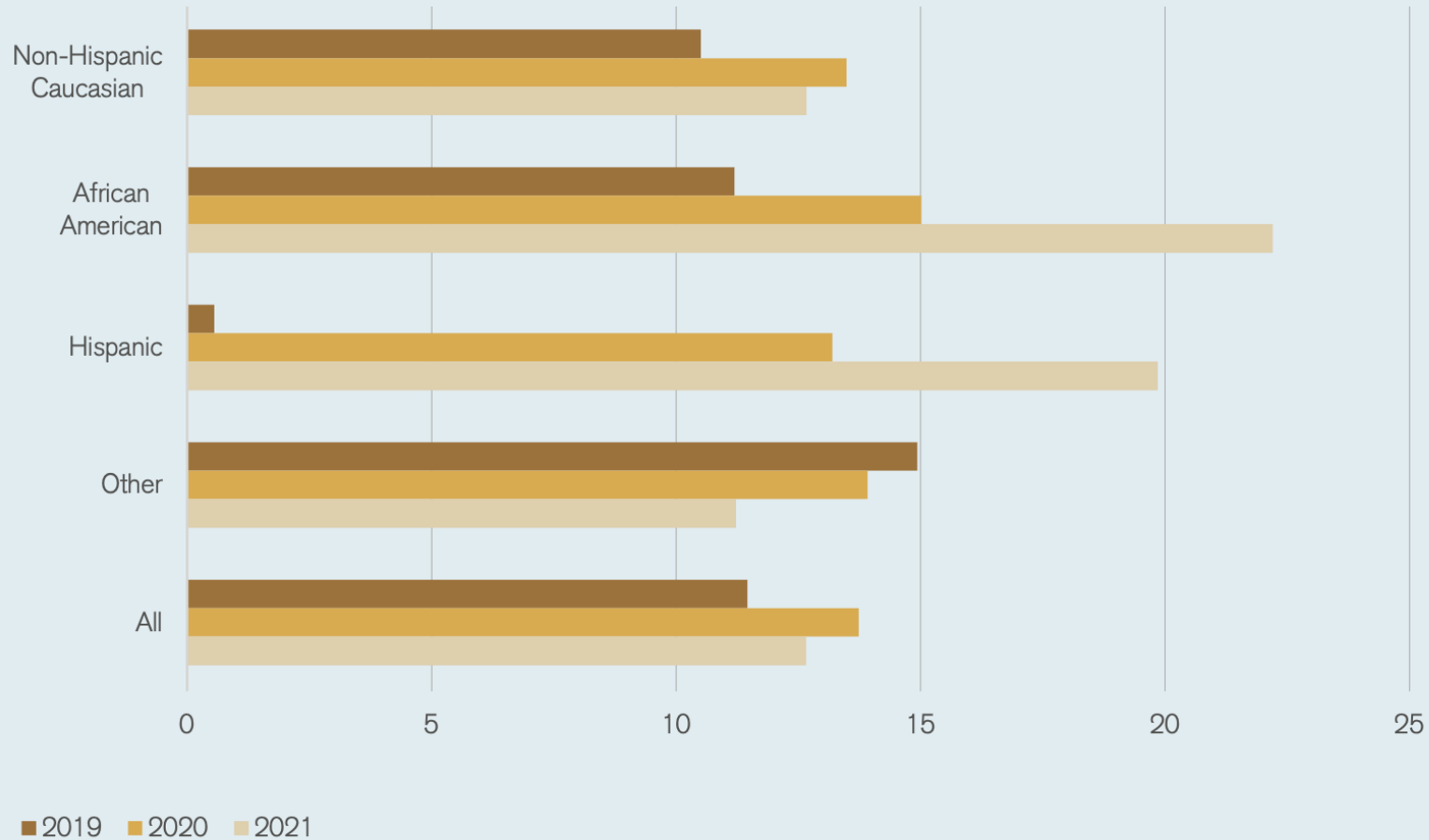
Reasons to prefer more providers



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

INDUSTRY INSIGHTS

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



Source: James Davies, Rodrigo Lluberias 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
- Ellevest 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](#)

Page 1 of 10

 **1** 

[Review](#)

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[Heat Map](#)

[Summary](#)

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— NEW! —

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

OTHER SOURCES OF LEADS

data axle · reference solutions Webinars Learning Center

[Back to Results](#)

U.S. Businesses

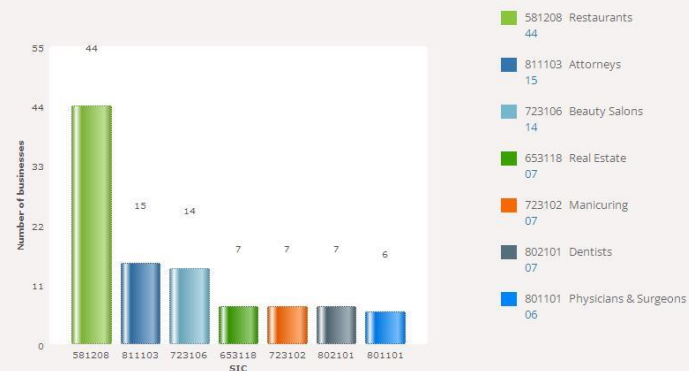
Summary Report for Your Search

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](#)



100 U.S. Businesses in Top 7 SIC Codes



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

[1](#)

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	Optometrists, OD	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 POS](#)

Lower Density Higher Density

Points of Interest [Clear All](#)

[Transportation](#) [Attractions](#) [Restaurants](#) [Convenience Stores](#)
[Schools & Libraries](#) [Police & Fire Departments](#)

1. Kij Brand Activation

155 Seaport Blvd # 300
Boston, MA 02203
Sales Volume: \$4,655,000

2. Mogovern Houston

21 Merchants Row # 4
Boston, MA 02109
Sales Volume: \$4,498,000

3. Ross Silverman LLP

50 Congress St # 300
Boston, MA 02109
Sales Volume: \$4,498,000

4. Mainframe Photographics

59 Beacon St # 2
Boston, MA 02108
Sales Volume: \$4,470,000

5. Chryscapes

197 Clarendon St
Boston, MA 02116
Sales Volume: \$4,314,000

6. James G Grant Co

28 Wolcott St
Boston, MA 02136

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

02116-38	02118-25	02111-19	02110-18
02115-18	02109-17	02108-13	02114-13
02113-12	02126-11	02210-11	02127-10
02215-10	02136-4	02124-3	02130-3
02119-2	02122-1	02125-1	02126-1
02129-1	02131-1	02132-1	02199-1

30 Downloads per Search

THANK YOU

