

AUSTRALIAN PRIVATE BANKING AWARDS 2012

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AWARD CATEGORY CRITERIA

The Australian Private Banking Council invites you to submit for one or all of the 11 Australian Private Banking Awards 2012. In addition to the eight Australian Private Banking Awards from 2011, three new awards have been added to the 2012 agenda. The 11 Australian Private Banking Awards 2012 are:

1. Outstanding Institution \$1M-\$10M Award
2. Outstanding Institution \$10M-\$30M Award
3. Outstanding Institution Ultra HNW \$30M+ Award
4. Outstanding Industry Thought Leader Award
5. Outstanding Relationship Manager Award
6. Outstanding New Relationship Manager Award
7. Outstanding Wealth/Investment Adviser Award
8. Outstanding New Wealth/Investment Adviser Award
9. Outstanding Philanthropic Services Award (new category for 2012)
10. Outstanding Associate Award (new category for 2012)
11. Outstanding Analyst Award (new category for 2012)

Further information on the awards process is available on the Awards Submission Form. The Australian Private Banking Awards 2012 categories and criteria that should be addressed in your submission for each award is included below:

1. OUTSTANDING INSTITUTION \$1M-\$10M AWARD CRITERIA

This award is designed to recognise the institution best able to cater to the needs of HNW individuals with between \$1M and \$10M in investible wealth. **Please answer the following questions in your submission application:**

1. Over the last 12 months how has your organisation grown in the \$1M-\$10M client segment?
2. Relating to question 1, how has your organisation achieved this growth?
3. Please describe how the service proposition that you offer to clients in the \$1M-\$10M segment provides value-add. In other words, why do your clients choose to be your client?
4. Service and understanding are extremely important to HNW individuals. Please provide examples over the last 12 month period of how your institution sought to enhance the client experience for those clients in the \$1M-\$10M segment?
5. Over the past 12 months what has your institution done to develop or promote the private banking/wealth industry in Australia?
6. Please tell us why you believe your institution should win this award.

Note: This award will be based on the opinions and experiences of over 1000 HNW individuals (surveyed in September 2011 and March 2012) as well as your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted institutions will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

2. OUTSTANDING INSTITUTION \$10M-\$30M AWARD CRITERIA

This award is designed to recognise the institution best able to cater to the needs of HNW individuals with between \$10M and \$30M in investible wealth. **Please answer the following questions in your submission application:**

1. Over the last 12 months how has your organisation grown in the \$10M-\$30M client segment?
2. Relating to question 1, how has your organisation achieved this growth?
3. Please describe how the service proposition that you offer to clients in the \$10M-\$30M segment provides value-add. In other words, why do your clients choose to be your client?

4. Service and understanding are extremely important to HNW individuals. Please provide examples over the last 12 month period of the ways in which your institution has sought to enhance the client experience for those clients in the \$10M-\$30M segment.
5. Over the past 12 months what has your institution done to develop or promote the private banking/wealth industry in Australia?
6. Please tell us why you believe your institution should win this award.

Note: This award will be based on the opinions and experiences of over 1000 HNW individuals (surveyed in September 2011 and March 2012) as well as your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted institutions will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

3. OUTSTANDING INSTITUTION ULTRA HNW (UHNW) \$30M+ AWARD CRITERIA

This award is designed to recognise the institution best able to cater to the needs of UHNW individuals with more than \$30M in investible wealth. **Please answer the following questions in your submission application:**

1. Over the last 12 months how has your organisation grown in the \$30M+ client segment?
2. Relating to question 1, how has your organisation achieved this growth?
3. Please describe how the service proposition that you offer to clients in the \$30M+ segment provides value-add. In other words, why do your clients choose to be a client?
4. Service and understanding are extremely important to UHNW individuals. Please provide examples over the last 12 month period of the ways in which your institution has sought to enhance the client experience for those clients in the \$30M+ segment.
5. Over the past 12 months what has your institution done to develop or promote the private banking/wealth industry in Australia?
6. Please tell us why you believe your institution should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted institutions will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

4. OUTSTANDING INDUSTRY THOUGHT LEADER AWARD CRITERIA

This award is designed to recognise the individual within Australian Private Banking that is best able to act as a spokesperson for the private banking industry. This person is able to clearly articulate the desired direction of the industry and to draw upon examples of best practice from around the globe that is applicable to the Australian context. **Please answer the following questions in your submission application:**

1. Please provide examples of any articles or interviews that you have conducted in the last 12 months along with dates. Please include only those articles/publications external to your organisation.
2. What would you describe as the key challenges facing your organisation in the Private Banking/Wealth space now and over the next few years?
3. We are seeing that many HNWs have an increased appetite for alternative investments despite the volatile investment environment. Do you believe that these investments are appropriate vehicles for most HNW individuals?
4. APBC research shows that a larger proportion of HNW clients want greater frequency of contact than ever before. In an environment of increased cost-focus on the part of banks, how can a private banking institution balance these competing priorities?
5. The HNW population of Australia is growing, yet private banking penetration has declined in the last two years. What can your organisation do to combat this in 2012 and beyond?
6. How have you helped to develop your institution's client service offering/value proposition in the last 12 months to respond to the continued challenges of the market?
7. Please tell us why you believe you should win this award.

Note: This award will be based on the submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted individuals will be announced on 30th April 2012 and subsequently invited to a telephone interview with a senior representative of the Australian Private Banking Council which will take place on 15th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

5. OUTSTANDING RELATIONSHIP MANAGER AWARD CRITERIA

This award is designed to recognise the client-facing private banking employee best able to cater to their clients' individual needs. This person is able to take into account an individual's situation and to tailor an offering for them, delivering both the highest level of service and a full range of financial solutions. **Please answer the following questions in your submission application:**

1. Please provide examples of client testimonials regarding the service you have been provided in the last 12 months along with dates received. You may submit as many as you wish.
2. Please provide examples over the last 12 month period in which you have taken into account the needs and interests of a client and delivered an outstanding result.

CASE STUDY SCENARIO: We would like you to imagine that you have been approached by the following couple:

- Over the course of their 25 year marriage, Mr and Mrs Smith have successfully built and sold a number of private businesses, all broadly falling within the gardening/horticulture industry. Just recently it was announced that they have sold their main business for \$20M to a company listed on the ASX. Terms have been agreed upon, but the deal is yet to settle. They are now thinking of retiring from their hands-on business roles.
 - Besides their business they own their home, which they have owned for 15 years (worth approximately \$3M, over which they have a line of credit for \$1M, partially drawn). They also have some money in superannuation as they were employees in their own businesses.
 - The Smiths have never seen a private wealth management professional, although have a long-standing relationship with both their accountant and lawyer. Both those advisers have recommended getting some specialist financial advice and as such the Smiths approach your institution seeking such advice. They do have an existing relationship with another bank, which has provided them and their businesses with credit and transactional business products, however, as they are entering a new stage of life they want to be sure they get the best advice possible and so are "shopping around".
 - Their initial thoughts on what they should do with their wealth includes buying a holiday home; consider some philanthropic activities; and investing the rest for retirement. They lead a modest lifestyle and have no plans to change.
 - The Smiths have four children, two of whom are at university and one who is doing a plumbing apprenticeship, while the other is between jobs.
3. What questions would you have for the Smiths as part of a discovery and onboarding process and how would you ultimately be able to help them? Please think about their situation outlined in the above case scenario.
 4. Why should they choose you as their Relationship Manager?
 5. What expertise can you bring to bear from a retirement planning and estate and succession planning perspective?
 6. What actions would you take in regards to:
 - a. Debt restructuring and leverage?
 - b. Investment strategy and ongoing wealth management?
 7. Is there anything else you feel would be relevant?
 8. What questions would you ask of the Smiths?
 9. Please tell us why you believe you should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted individuals will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

6. OUTSTANDING NEW RELATIONSHIP MANAGER AWARD CRITERIA

This award is designed to recognise the new client-facing private banking employee best able to cater to their clients' individual needs. This person has entered into the private banking arena in the last two years and is able to take into account an individual's situation and to tailor an offering for them, delivering both the highest level of service and a full range of financial solutions. **Please answer the following questions in your submission application:**

1. Please provide examples of client testimonials regarding the service you have provided over the last 12 months along with dates received. You may submit as many as you wish.
2. Please provide examples over the last 12 month period in which you have taken into account the needs and interests of a client and delivered an outstanding result.

CASE STUDY SCENARIO: We would like you to imagine that you have been approached by the following couple:

- Over the course of their 25 year marriage, Mr and Mrs Smith have successfully built and sold a number of private businesses, all broadly falling within the gardening/horticulture industry. Just recently it was announced that they have sold their main business for \$20M to a company listed on the ASX. Terms have been agreed but the deal is yet to settle. They are now thinking of retiring from their hands-on business roles.
 - Besides their business they own their home, which they have owned for 15 years (worth approximately \$3M, over which they have a line of credit for \$1M, partially drawn). They also have some money in superannuation as they were employees in their own businesses.
 - The Smiths have never seen a private wealth management professional, although have a long-standing relationship with both their accountant and lawyer. Both those advisers have recommended getting some specialist financial advice and as such the Smiths approach your institution seeking such advice. They do have an existing relationship with another bank, which has provided them and their businesses with credit and transactional business products, however, as they are entering a new stage of life they want to be sure they get the best advice possible and so are "shopping around".
 - Their initial thoughts on what they should do with their wealth includes buying a holiday home; consider some philanthropic activities; and investing the rest for retirement. They lead a modest lifestyle and have no plans to change.
 - The Smiths have four children, two of whom are at university and one who is doing a plumbing apprenticeship, while the other is between jobs.
3. What questions would you have for the Smiths as part of a discovery and onboarding process and how would you ultimately be able to help them? Please think about their situation from the above case scenario.
 4. Why should they choose you as their Relationship Manager?
 5. What expertise can you bring to bear from a retirement planning and estate and succession planning perspective?
 6. What actions would you take in regards to:
 - a. Debt restructuring and leverage?
 - b. Investment strategy and ongoing wealth management?
 7. Is there anything else you feel would be relevant?
 8. What questions would you ask of the Smiths?
 9. Please tell us why you believe you should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted individuals will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

7. OUTSTANDING WEALTH/INVESTMENT ADVISER AWARD CRITERIA

This award is designed to recognise the individual best able to advise clients on their wealth/investment. This person is able to take into account a client's life-stage, risk appetite and investment objectives in order to advise on an appropriate strategy. **Please answer the following questions in your submission application:**

1. Please provide examples of client testimonials regarding the service you have provided over the last 12 months along with dates received. You may submit as many as you wish.

2. Please provide examples over the last 12 month period in which you have put together outstanding advisory solutions for your clients.

CASE STUDY SCENARIO: We would like you to imagine that you have been approached by the following individual:

- Davina is not currently a client of your organisation but has been referred by a friend and is interested in what you can do for her.
 - Davina has built up her own marketing agency over the last 20 years and is now in her 50's. She has had her business valued at \$15M and is looking to sell and to take early retirement.
 - Davina has been married for 30 years and has two sons (aged 23 and 25) who are both living with respective de-facto partners.
 - Davina owns her own home (valued at \$2M) with a small (\$300,000) variable rate mortgage at the lender's current SVR, she has no other debt and a small amount of money (\$100,000) invested in a SMSF. She has reinvested most of her money into the business over the last 20 years.
3. If you had a prospective client in the case scenario outlined above what would be your course of action (please think about questions you would ask and possible scenarios that you would discuss with her and could potentially recommend).
 4. Please tell us why you believe you should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted individuals will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

8. OUTSTANDING NEW WEALTH/INVESTMENT ADVISER AWARD CRITERIA

This award is designed to recognise the individual best able to advise clients on their wealth/investment. This person has entered into the private banking arena in the last two years and is able to take into account a client's life-stage, risk appetite and investment objectives in order to advice on an appropriate strategy. **Please answer the following questions in your submission application:**

1. Please provide examples of client testimonials regarding the service you have provided over the last 12 months along with dates received. You may submit as many as you wish.
2. Please provide examples over the last 12 month period in which you have put together outstanding advisory solutions for your clients.

CASE STUDY SCENARIO: We would like you to imagine that you have been approached by the following individual:

- Davina is not currently a client of your organisation but has been referred by a friend and is interested in what you can do for her.
 - Davina has built up her own marketing agency over the last 20 years and is now in her 50's. She has had her business valued at \$15M and is looking to sell and to take early retirement.
 - Davina has been married for 30 years and has two sons (aged 23 and 25) who are both living with respective de-facto partners.
 - Davina owns her own home (valued at \$2M) with a small (\$300,000) variable rate mortgage at the lender's current SVR, she has no other debt and a small amount of money (\$100,000) invested in a SMSF. She has reinvested most of her money into the business over the last 20 years.
3. If you had a prospective client in the situation outlined in the case scenario above what would be your course of action (please think about questions you would ask and possible scenarios that you would discuss with her and could potentially recommend).
 4. Please tell us why you believe you should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted individuals will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

9. OUTSTANDING PHILANTHROPIC SERVICES AWARD CRITERIA

This award is designed to recognise the institution best able to cater for the philanthropic needs of HNW and UHNW individuals. **Please answer the following questions in your submission application:**

1. Please provide examples of client testimonials regarding the service you have provided over the last 12 month period along with dates received. You may submit as many as you wish.
2. Please provide examples of instances over the last 12 month period in which you have put together outstanding philanthropic solutions/structures for clients.
3. Please outline the philanthropic services that your institution provides to clients and how they are of benefit and value to clients.
4. Please quantify how your philanthropic service division has grown (in either client numbers, revenue or philanthropic funds) under management?
5. Please tell us why you believe you should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted institutions will be announced on 30th April 2012 and subsequently invited to a face-to-face/telephone interview with the judges which will take place on 16th May 2012.

The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

10. OUTSTANDING ASSOCIATE AWARD CRITERIA

This award is designed to recognise those individuals who act in a support capacity for the primary client relationship managers in your organisation. Typically these individuals might have titles that include but are not limited to Assistant; Associate Private Banker; Assistant; Associate Adviser. **Please answer the following questions in your submission application:**

1. Please provide testimonials received over the last 12 month period from the following people:
 - a. Members of the private banking/wealth management team that you support.
 - b. Any clients that you come directly into contact with in your capacity as an Associate/Assistant.
2. Please provide some specific examples/case studies of things that you have done over the past 12 month period that you feel best demonstrate your abilities.
3. What do you believe is the most important aspect of your role within the team that you work?
4. Please tell us why you believe you should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted individuals will be announced on 30th April 2012. The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

11. OUTSTANDING ANALYST AWARD CRITERIA

This award is designed to recognise those individuals that act in an analytical capacity for their organisation. Typically these individuals might have a focus on investment/portfolio analysis and or lending/credit, but will support client facing staff and/or financial planners/investment advisers. **Please answer the following questions in your submission application:**

1. Please provide testimonials received over the last 12 month period from the following people:
 - a. Members of the private banking/wealth management team that you provide analysis.
 - b. Any clients that you come directly into contact with in your capacity as an Analyst.
2. Please provide some specific examples/case studies of things that you have done over the past 12 month period that you feel best demonstrates your abilities (e.g. how you have structured a loan or an investment).
3. What do you believe is the most important aspect of your role within the team that you work?
4. Please tell us why you believe you should win this award.

Note: This award will be based on your submission which will be assessed by the Australian Private Banking Award 2012 judges. Shortlisted individuals will be announced on 30th April 2012. The winner and runner-up will be announced at the Australian Private Banking Awards on 14th June 2012.

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