

23rd ISSA Symposium - Context Document

Breakout Session 1: Client Experience

HYPOTHESIS

Taking the client's experience into consideration as a Securities Services provider is crucial for multiple reasons:

- **Customer Satisfaction**
A positive client experience leads to customer satisfaction, which is essential for retaining Securities Services clients and driving growth
- **Loyalty and Advocacy**
Clients who have a positive experience are more likely to be loyal to their Securities Services provider as well as recommend their services to others, leading to increased sales and revenue growth
- **Brand Image**
A strong client experience can differentiate a Securities Services provider from its competitors, helping it to stand out in a crowded marketplace
- **Long-term Success**
Securities Services providers that prioritize and invest in the client experience are more likely to thrive in today's global, interconnected and increasingly client-centric world

The focus on the client experience should therefore be embedded by Securities Services providers into their core operations to ensure that organizations succeed. However, the recent ISSA client survey highlighted a number of gaps between client expectations and current industry capabilities, with the biggest being:

- data standardization and operability
- the speed of change and innovation

The survey also found that, in the future, clients will expect Securities Services providers to support their future operating models by:

- Providing modular, configurable services
- Providing APIs and digital connectivity

Two key areas come to mind when considering the gaps identified above and how, by changing these, Securities Services providers, can offer the future operating models that clients are looking for:

1. Onboarding

Client onboarding - and the due diligence and KYC requirements around this process - continue to be challenging for both clients and Securities Services providers. Many components continue to be manual, there is a lack of standardization with inconsistent procedures across Securities Services providers and poor communication can aggravate these, causing clients confusion and frustration.

Information collected during the onboarding process may not be easily accessible or integrated, which can prevent a Securities Services provider having a holistic view of a client. Additionally, there is the need for Securities Services

providers to keep up with evolving regulatory requirements which can be challenging to both the provider and the client, especially with outdated systems. To overcome these challenges, Securities Services providers need to embrace digital transformation, implement standardized processes, enhance communication and ensure compliance with modern technology solutions.

2. Future Technology Opportunities

From the ISSA client survey, clients believe that - over the next 5-10 years clients – there will be two technological developments that will have the biggest impact on the Securities Services Industry. These are:

- Integration and advancements in Artificial Intelligence
- Adoption of blockchain technology and tokenization

The adoption of these new technologies can therefore be a key benefit to Securities Services providers. It will enable the industry to offer solutions to current challenging processes as well as offer opportunities to develop new products and services to meet clients' future needs.

OBJECTIVE OF THE BREAKOUT SESSION

The objective of the Breakout Session will be to review the overall theme of Client Experience as well as debate the subgroup topics of:

1. Onboarding
2. Future Technology Opportunities

The Breakout Session attendees should identify whether there are areas which impact the ISSA membership and broader Securities Services industry and assess what opportunities there are for ISSA to further develop its capabilities in this area.

PRE-READING

Breakout Session participants should read the following collateral to familiarize themselves with the hypothesis prior to the Symposium:

[ISSA-Onboarding-Solutions-Paper_FINAL.pdf](#)

[ISSA-Digital-Transformation-in-Securities-Services-Client-Communications_FINAL.pdf](#)

[The 7 Banking And Fintech Trends That Will Define 2026](#)

QUESTIONS FOR CONSIDERATION

Below is a list of questions that the Breakout Session participants may wish to consider during their discussions:

Subgroup 1: Onboarding

- What will it take to move the onboarding process to one day?
- How could this be achieved?
- What are the key risks, threats and challenges that would need to be considered in order to achieve this?

Subgroup 2: Future Technology Opportunities

- What benefits could there be for clients through the creation of interoperability between Securities Services providers?
- What opportunities does this provide the Securities Services providers?
- Can AI and/or digital technology help the industry achieve this and what changes and controls would need to be considered?