



MARLIN HAWK

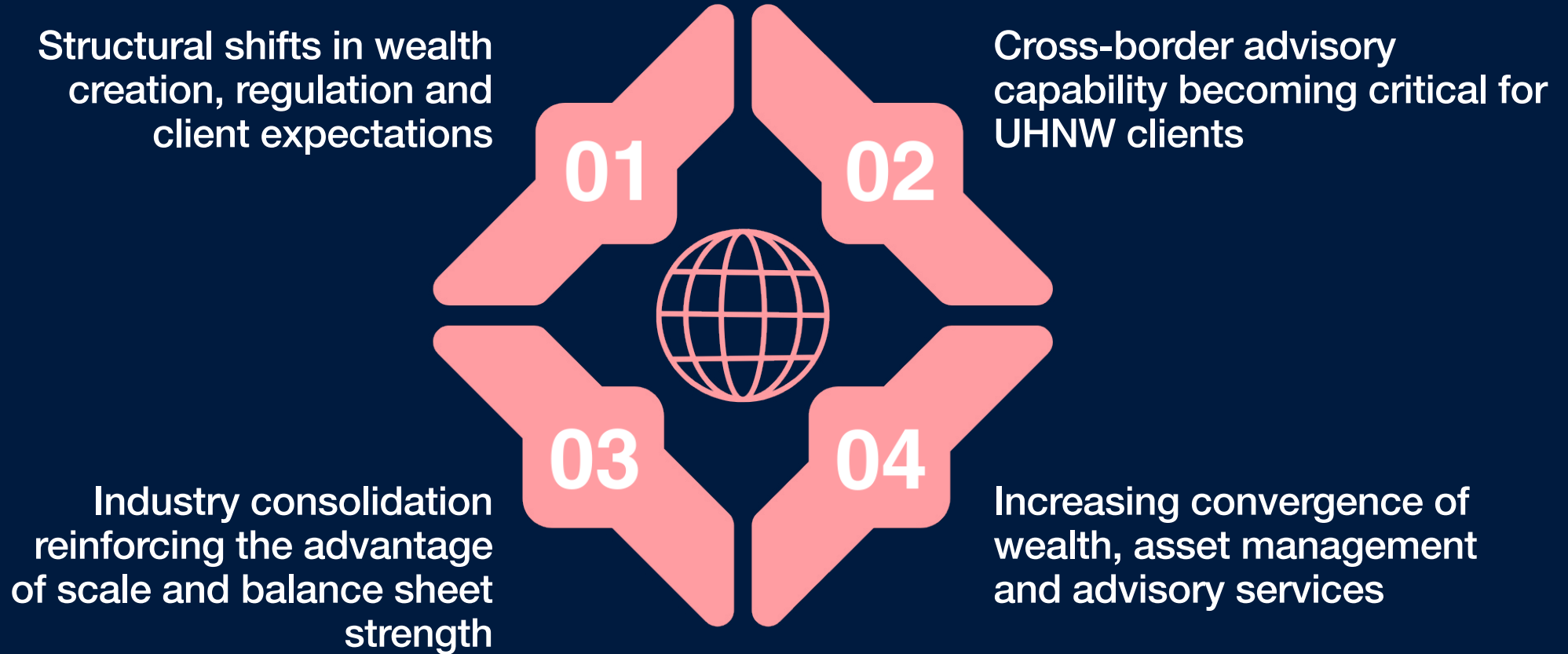
Marlin Hawk Industry Pulse

The Future of Wealth Management:

A Global Perspective on Strategy,

Talent & Technology

Wealth Management at a Global Inflection Point



Core Global Trends Shaping Wealth



Scale and consolidation as a competitive differentiator



Cross-border, multi-jurisdictional advisory demand increasing



Private markets and alternatives becoming core portfolio allocations



Persistent cost-income pressure driving operating model transformation



Move toward open architecture, transparency and bespoke advice

Technology as a Strategic Enabler

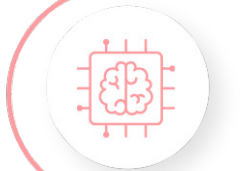
01

Digital platforms underpin client onboarding, reporting and engagement



02

AI and analytics enhance RM productivity and personalization



03

Data-led segmentation improves consistency and scalability of advice



04

Technology now central to competitive differentiation, not optional support



Regional Perspectives: Global Themes, Local Execution

01

While global themes are consistent, execution varies significantly by region



02

Client demographics, regulation and wealth maturity shape local strategies



03

Talent, technology and operating models must adapt accordingly



North America

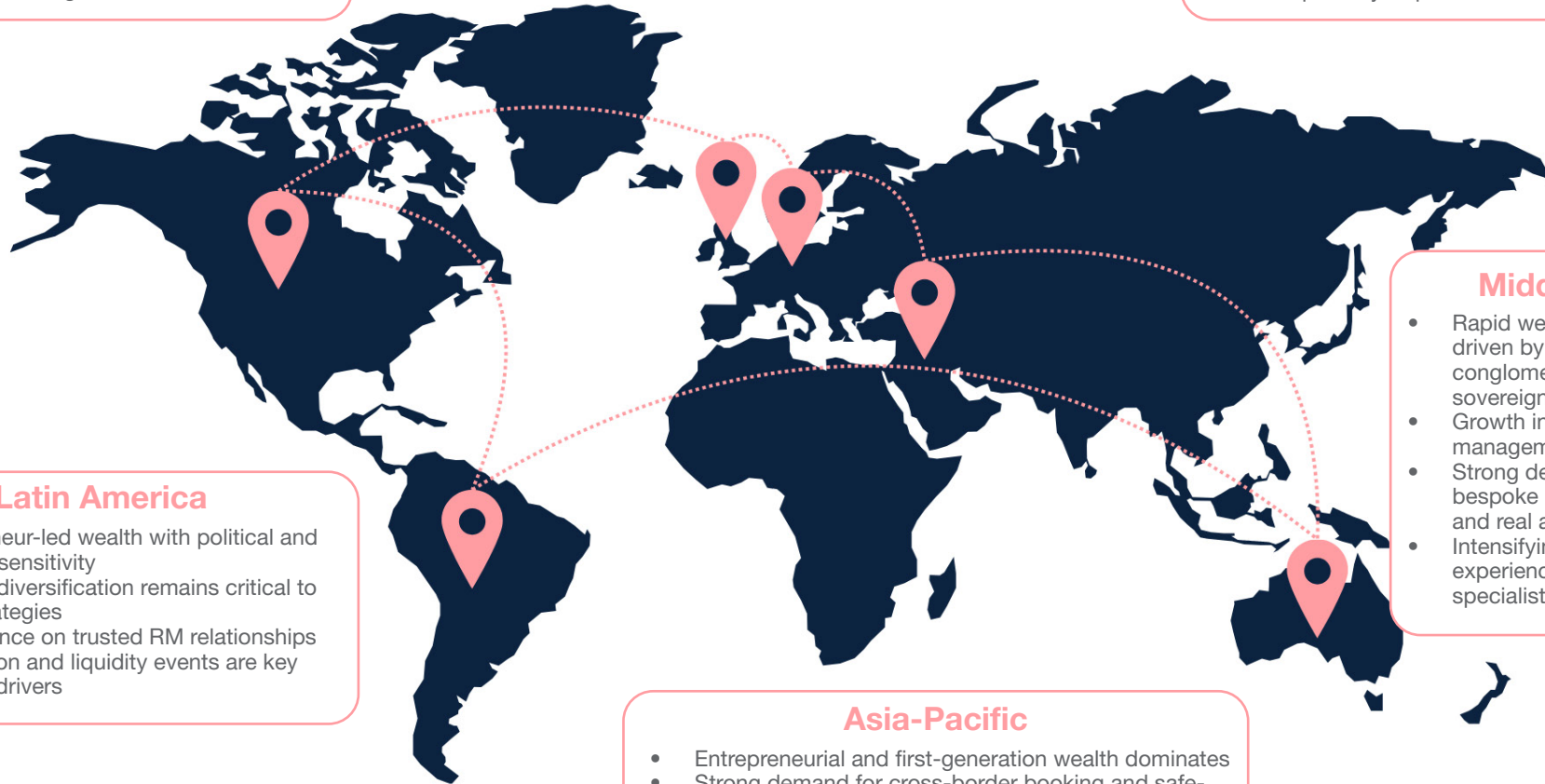
- Institutional-style expectations across private wealth platforms
- Strong Registered Investment Advisor (RIA) and family office competition alongside private banks
- Technology investment focused on scale, analytics and efficiency
- Increasing convergence of private wealth and asset management talent

Europe

- Mature, multi-generational wealth with capital preservation focus
- High regulatory complexity and sustained cost pressure
- Boutiques differentiate through discretionary mandates and advisory depth
- Succession planning and governance advisory increasingly important

Switzerland

- Switzerland remains the world's leading cross-border wealth management hub
- Increasingly acts as a global coordination center
- Works closely with APAC and the Middle East on culturally nuanced coverage and capital flows
- Navigates tighter US regulatory alignment and transparency requirements



Latin America

- Entrepreneur-led wealth with political and currency sensitivity
- Offshore diversification remains critical to client strategies
- High reliance on trusted RM relationships
- Succession and liquidity events are key advisory drivers

Middle East

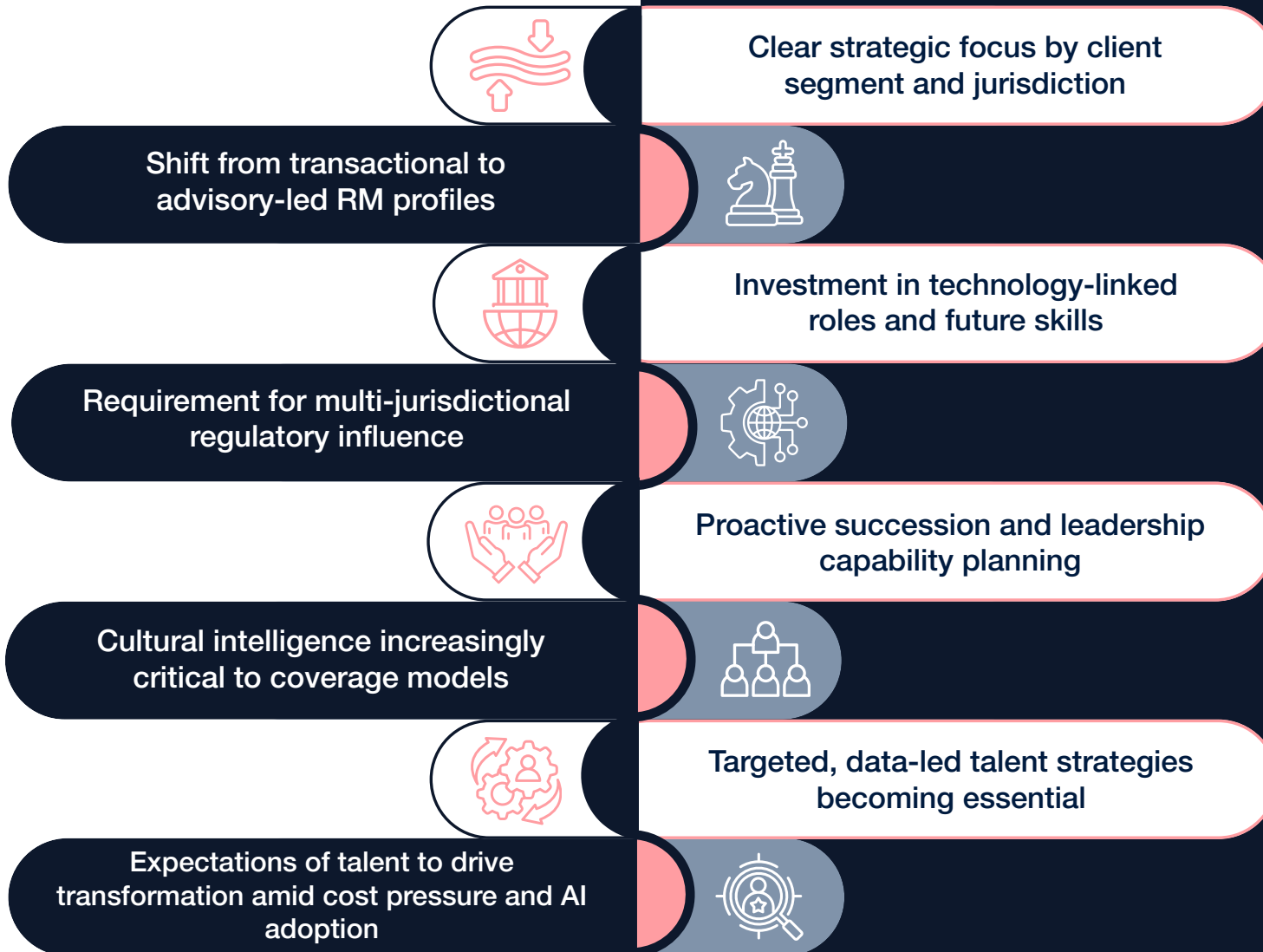
- Rapid wealth creation driven by family conglomerates and sovereign ecosystems
- Growth in onshore wealth management capabilities
- Strong demand for bespoke private market and real asset solutions
- Intensifying competition for experienced leadership and specialist talent

Asia-Pacific

- Entrepreneurial and first-generation wealth dominates
- Strong demand for cross-border booking and safe-haven jurisdictions
- Rapid digital adoption alongside sustained RM hiring pressure
- Increasing integration of corporate, investment and wealth management coverage

Talent Implications for the Industry

Impact for Leadership Teams



Our talent solutions help leaders respond to the **rapid transformations** taking place across global industries.

01 Executive Search
Build sustainable and diverse leadership teams for long-term success

4 - 6 Weeks

02 Strategic Intelligence
Advise on the organizational strategies and structures to help bring next generation talent on board

Compensation Analysis

4 - 6 Weeks

Structural Analysis

8 - 10 Weeks

Talent Analysis

Up to 18 Months

03 Interim Management
Catalyze transformation with temporary hires to fill immediate talent gaps

2 - 3 Weeks

About Marlin Hawk

Marlin Hawk is a global leadership advisory firm specializing in executive search, strategic intelligence, and interim management. For over 20 years, we've empowered our clients with data and insights to make diverse, inclusive and impactful leadership decisions. One globally connected team, we are headquartered in London with offices in New York, Denver, Toronto, Chicago, Amsterdam, Dubai, Singapore and Hong Kong. Unconstrained by a one-size-fits-all approach to both clients and candidates, we build relationships with care and attention to detail, while delivering at pace.



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