Gyongyi King first joined Alexander Forbes Investments as deputy chief investment officer, leading the investment research team before stepping into the role of Chief Investment Officer.

Gyongyi was previously Chief Investment Officer of Caveo, which through her leadership became one of the largest and most successful fund-of-hedge fund businesses in South Africa. She has over 18 years of investment experience, with a focus on multi-management in the alternative investment arena.
The asset manager of the future
Consolidation – asset management becomes a scale game

Global fund flows are moving from active to passive

- Globally there has been a large switch from active to passive management
- Fee models have been challenged, changing the profitability of asset management

Source: Bloomberg.com | Content: Asset Managers With $74 Trillion on Brink of Historic Shakeout. Graphic: Bloomberg.com
Decrease in listed companies in the JSE

Source: www.ceicdata.com | Johannesburg Stock Exchange
Opportunities switching from public to private markets

Future lens – asset manager

What does the asset manager of the future look like?
Four winning asset management business models

- **Distribution Powerhouse**
- **Solution Provider**
- **Beta Factory**
- **Alpha Shop** (Traditional or Alternative)

Source: BCG
ESG stewardship outlook

- ESG engagement is a useful skillset
- Purpose of investment
- Stewardship arrives on centre stage
- Indexation moves to incorporate more ESG engagement
- The measurement of stewardship
Task force for climate change
Core elements of recommended climate-related financial disclosures

The organisation’s governance around climate-related risks and opportunities

The actual potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning

The process used by the organisation to identify, assess and manage climate-related risks

The metrics and targets used to assess and manage relevant climate-related risks and opportunities

Source: Task Force on Climate-Related disclosures 2012
Artificial intelligence | the next frontier for asset managers?
Technology is changing organisational culture

Collective Intelligence > Individual Intelligence

Teams supported by technology

60% increase in organisational training and development

Continuously upskill professionals

Highly analytical, deep thinking, diverse and flexible workforce
Future lens: people

- Thinking and Problem Solving Skills
- Education Background
- Work Experience

- Gender
- Nationality
- Sexuality
- Age
- Ethnicity
Embracing diversity and transformation

Companies with **below-average** diversity scores

26% average innovation revenue reported by companies

Companies with **above-average** diversity scores

45% average innovation revenue reported by companies

- Marketplace
- Innovation
- Conflict
- Challenges
- Groupthink
Future lens: changing roles and careers

Boundaries Crossing Competencies

Many Disciplines

Many Systems

Deep Skills
Conclusions

- Switch from active to passive management

- The number of listed companies is decreasing, while companies in the private markets are growing

- The adoption of AI in investment management is now empowering firms to do more – leveraging the intelligence of the human workforce and assisting the development of next-generation capabilities

- Diversity of thought, education and social background is essential to drive better solutions
Sticking to your long-term strategy

**DO**
- **Be patient** – markets are cyclical
- **Focus on your investment goal** – success is not measured by beating benchmarks
- **Commit to your long-term strategy** – ensure you are still on track

**DON’T**
- **Attempt to time the markets** – it is next to impossible
- **Focus on short-term performance** – it’s too stressful
- **Base decisions on past performance** – it’s not indicative of future performance
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Thank you