

**Deloitte.**

Seeing the bigger picture  
Arts, Collectibles &  
Wealth Management



---

Emotional and social value, potential to outperform equity markets and inflation hedge are the key drivers for HNWIs to invest in art and other collectibles.



Asia, as the fastest growing market by number of High Net Worth Individuals ("HNWIs") and total wealth, has been a key target market for wealth managers in recent years. However, intense competition, rising costs and a talent shortage in the wealth management space has led to market consolidation with the recent exits of Societe Generale, Bank of America and ING Groep from the wealth management business in Asia<sup>1</sup>. In order to survive and thrive in such market conditions, wealth managers need to either achieve economies of scale or specialize in a specific niche. While the majority of wealth managers are primarily focused on expansion of their footprint, digital transformation and profitability, this differentiation issue has still not been fully addressed.

In the current climate of economic uncertainty, the investment focus of HNWIs is shifting towards alternative investments, such as art and other collectibles. Besides emotional and social value unique to art and other collectibles, this asset class has shown low correlation with traditional asset classes, and hence is an ideal hedge against inflation and an important part of a HNWI's portfolio diversification strategy.

Art and other collectibles have the potential to outperform equities over the long-term with The Economist Valuables Index of Art and Other Collectibles growing 64%<sup>2</sup> faster than the MSCI World index since 2003. Based on research conducted by Deloitte and ArtTactic, 83% of art collectors surveyed indicated the emotional value of buying art is the key motivation, followed next by the social value for 60% of respondents. Investment returns and inflation hedging were highlighted by art collectors as other important drivers to buying art and other collectibles with response rates of 40% and 25%<sup>3</sup> respectively.

---

While the majority of banks are primarily focused on expansion of their footprint, digital transformation and profitability scale, this differentiation issue has still not been fully addressed.



---

1 "Private banking a tough sell in rising Asia", The Straits Times (April 2014)  
2 "Fruits of Passion", The Economist (August 2013)  
3 Deloitte Luxembourg & ArtTactic Art & Finance Report, 2013

---

The global market of investments in art and other collectibles is expected to reach USD 621bn by 2017 with Singapore reaching a similar size as France and China exceeding the size of the UK and Switzerland combined.

Total investment in art and other collectibles (i.e. wine, classic cars, jewelry, gems and watches) reached USD 362bn in 2012 and is expected to grow at a CAGR of 10.3% and reach USD 621bn by 2017<sup>4</sup>. This expansion is largely driven by Asian markets, growing at a CAGR of 14-23%<sup>4</sup>. As a result of such significant growth, markets like Singapore will reach a similar size as France (USD 16bn vs. 17bn) and China will exceed the total size of the UK and Switzerland (USD 102 vs. 83bn) by 2017<sup>4</sup>. There is a strong trend amongst Chinese collectors to acquire works of national heritage and build collections of art with strong historical and monetary value. In Southeast Asia, on the other hand, collectors tend to want to support their local contemporary artists. The Singapore market is slowly flourishing and the government is putting considerable investment into the development of art and culture. For 25% of Asia collectors, the main motivation for collecting investments of passion is capital growth<sup>5</sup>. This trend is evident in the new highs of Asian art prices in recent auctions. A porcelain cup of the Chenghua-era, nicknamed the “Chicken Cup”, was sold for USD 36ml in April 2014, setting a new auction record for a Chinese work of art. The previous record for a Chinese art piece was in 2013, when a bronze Buddha was sold for USD 30.3ml. Similar trends are seen for Southeast Asia art pieces with a new record of USD 7.5ml for a Southeast Asian piece of art — “Our soldiers led under Prince Diponegoro” painting by Indonesian artist, S.Sudjojono — 63% higher than the previous record set in November 2013 by the painting “Bali life” by Indonesian artist, Lee Man Fong<sup>6</sup>.

Despite the significant size of the art and other collectibles market and its rapid growth in the coming years, this market remains an uncontested space, given a lack of comprehensive services in this sector across Asia. The majority of wealth managers only focus on this space through brand sponsorships, valuation and advisory services.

A Deloitte and ArtTactic survey on the key challenges of private banks in offering art-related services reveals a majority (70%) of respondents are concerned by a lack of information and research on this market. Furthermore, 57% of private banks experienced difficulties in finding the right expertise in the art-related sector<sup>7</sup>.

Art and other collectibles wealth is a trillion dollar market and presents significant opportunities for Southeast Asia banks, especially in three key areas.

---

Despite the significant size of the art and other collectibles market and its rapid growth in the coming years, this market remains an uncontested space.

---

4 Wealthsight Luxury Investments Report, 2013

5 Knight Frank The Wealth Report, 2014

6 “Chicken Cup sets China auction record with \$36 million”, Bloomberg (April 2014)

7 Deloitte Luxembourg & ArtTactic Art & Finance Report, 2013



The first of these areas is simply the expansion into wealth management services for art and other collectibles investments; in doing so, the banks can cover both financial and non-financial assets of their customers to create a holistic view of their customers' wealth. As an example, one of the Ultra High Net Worth ("UHNW") clients of art advisory firm 1858 Ltd from an emerging market allocated approximately 6% of his total wealth, or over USD 120ml, to fine art.

Secondly, banks can use art and other collectibles wealth as an area to differentiate themselves from other players given the lack of established players in this space.

Finally, new revenue streams can be generated to alleviate the high cost-income models that wealth managers in Asia are facing today (see Table 1).

Valuation and authentication are the most frequent requests from clients, given they are required whenever art and other collectibles investors buy, sell or insure a new piece of art. Depending on the determined value of asset and storage conditions, insurance premiums can vary from 0.3 – 1.0%<sup>9</sup>.

Art and other collectibles wealth presents significant opportunities for banks, such as a holistic view of customers' wealth, a niche play in the market and new revenue streams.

Table 1: Revenue Streams from Art and Other Collectibles Wealth Management

Indirect		Direct	
Service	Revenue	Service	Revenue
Client entertainment	<ul style="list-style-type: none"> <li>Enhance relationships with existing clients</li> <li>Supports wealth managers to win new business</li> <li>Provide comprehensive view of clients' wealth</li> <li>Increase funds under management</li> <li>Retain Families across generations</li> <li>Key differentiator in a competitive market place</li> <li>Protecting clients' interests in unregulated, non-transparent market</li> </ul>	Buying and selling	up to 10 percent of transaction
Internal education		Valuation	TBD
Art sponsoring		Consolidated Reporting	TBD
Corporate collection		Reporting	TBD
Art collection management		Authentication	TBD
Passive portfolio management		Auction representation	up to 10 percent of transaction
		Philanthropy advice	TBD
		Art-related inheritance and estate planning	TBD
		Art insurance	TBD
		Art financing	Spread: 2.5% Arrangement fee: 0.5-2%; LTV: 50%
	Art investment	TBD	

8 Fees generally applied by art advisory firms

9 "How art expenses stack up", Wall Street Journal (September, 2010)

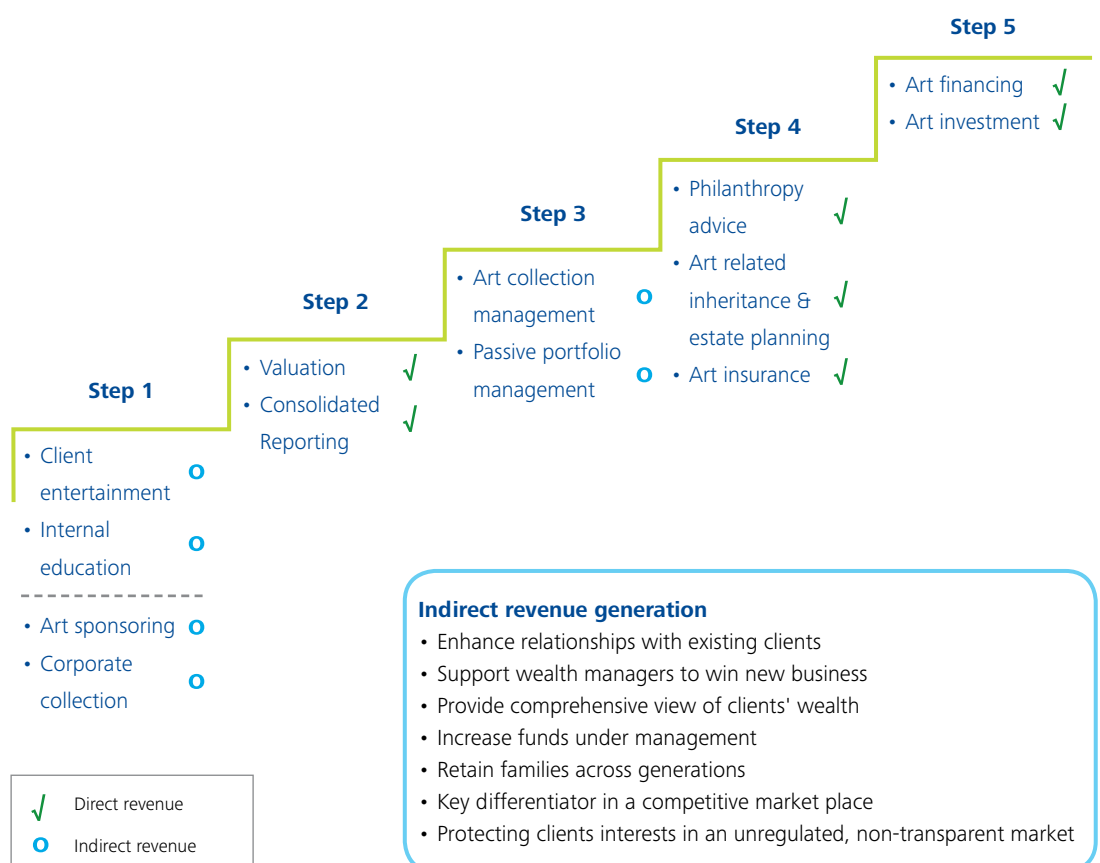
# Creating a successful play in this segment requires a bank to cover the whole lifecycle of art and other collectibles wealth and form partnerships with art professional companies.

Besides insurance coverage, there is also a growing demand from HNWIs to turn their art collection into liquid assets through art-secured lending. Art financing represents an untapped opportunity for banks to not only generate revenue, but also gain a greater share of HNWIs, given the limited number of banks involved in art financing in the region.

Banks typically tend to shy away from employing in-house art teams as maintaining an in-house team capable of servicing multiple geographies is capital intensive and challenging from a staffing and expertise perspective. The scope of experience and expertise required to deliver an international art advisory service comparable in quality to the financial offerings delivered by the bank is extremely difficult for a private bank to achieve without outsourcing some of the requirements.

Creating a successful play in this segment requires a bank to cover the whole life cycle of art and other collectibles wealth via offerings from art education to financing. Deloitte's five step approach (see Figure 1) illustrates how a bank can develop a comprehensive art and other collectibles wealth management service offering. Starting from art education and sponsorship, a bank gradually expands their related services to the most complex and profitable ones: art financing and investment.

Figure 1: A step-by-step approach to develop your Art/Collectible wealth management service offering



Apart from integration of art and other collectibles in the wealth management services, it is increasingly important to build up an ecosystem of partners that will accelerate play in this sector. Art advisory firms typically charge a percentage and / or a time-based fee depending on the client's requirement. Partnerships with art advisory firms and other third parties will provide immediate access to existing expertise, a network of specialists and potential clients. In addition partnerships can provide a point of differentiation in a competitive marketplace, training staff to approach clients about offerings, producing marketing collateral and delivering services.

Deloitte launched its Art & Finance business advisory practice to specially serve this market. By working with not only the financial community, but also market professionals and cultural organizations, Deloitte Art & Finance have built strong expertise and a knowledge of the whole art market which allows the team to offer a unique and wide range of services for wealth managers from comprehensive strategic and operational support of art wealth management implementation to a specific analysis for offering art-secured lending services, research on selecting art and other collectibles funds, philanthropic planning and art digital strategy.

Art and other collectibles wealth management is an increasingly changing landscape providing unique business opportunities. Given the fast growing HNWI market, fueling double-digit growth of investments in art and other collectibles, and the art-related service offering gaps that exist in a wealth management space in Asia, this represents a significant opportunity for SEA's forward-thinking banks.



# Find out more



**Mohit Mehrotra**  
**Global Wealth Management  
Group Leader**  
Strategy & Operations Consulting  
+65 6535 0220  
momehrotra@deloitte.com



**Lim Sze How**  
**Manager**  
Strategy & Operations  
Consulting  
+65 6232 7138  
szlim@deloitte.com



**Aina Demirova**  
**Business Analyst**  
Strategy & Operations  
Consulting  
+65 9866 5795  
ademirova@deloitte.com

## Your SEA FSI Contacts



**Ho Kok Yong**  
**Partner**  
Singapore  
+65 6216 3260  
kho@deloitte.com



**Wei-Li Tung**  
**Partner**  
Guam  
+1 671 646 3884 ext. 221  
wtung@deloitte.com



**Chairil Tarunajaya**  
**Partner**  
Indonesia  
+62 2129923100  
ctarunajaya@deloitte.com



**Jeremy Ng**  
**Partner**  
Malaysia  
+60 3 7610 8817  
jerng@deloitte.com



**Francis Albalade**  
**Partner**  
Philippines  
+6325819000  
falbalade@deloitte.com



**Suttharug Panya**  
**Partner**  
Thailand  
+66 2676 5700 ext. 5247  
spanya@deloitte.com



**Hung Truong**  
**Partner**  
Vietnam  
+84 4 6288 3568  
htruong@deloitte.com

## Additional insights and inputs provided by:



**Adriano Picinati di Torcello**  
**Director**  
Deloitte Luxembourg  
+352 45145 2531  
apicinatiditorcello@deloitte.lu



**Viola Raikhel-Bolot**  
**Managing Director**  
1858 Ltd. Art Advisory

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see [www.deloitte.com/sg/about](http://www.deloitte.com/sg/about) for a more detailed description of DTTL and its member firms.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte network") is, by means of this communication, rendering professional advice or services. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.