



The Wolf of Wall Street

Top row (from left to right): Bilaji Ram, Head of BFSI – Australia & New Zealand, **HCL Technologies**; Melanie Evans, Chief of Staff, **Westpac**; Daryl Babus, Head of Mobility & Customer Analytics, **BT Financial**; Rebecca Kerr, Head of Technology – Group Operations, **AMP**; Matt Paterson, Operations & Change Transformation Executive; Greg Schapkaitz, Head of Sales Division, **AMP SMSF**; Stephen Dunne, Divisional Director – Digital Platforms, **Macquarie Bank**; Nicholle Lindner, Head of Cards, **St George Bank**; Tom Higgins, Head of Technology, **IAG**. Bottom row (from left to right): Dean Firth, Executive Director, **Macquarie Bank**; Douglas Talbot, COO – Investments, **AMP Capital**; Tony Craddock, Chief Architect – Direct Insurance, **IAG**; Jordan Belfort; Tom Thomas, APAC Business Services, **HCL Technologies**; Angelo Rentzepis, Advice Sales Leader, **AMP**; Glenn Goodman, Global Head of Data Quality, **ANZ**.

FST Media and HCL Technologies hosted an exclusive roundtable luncheon with Divisional Heads of Operations, Technology and Distribution, from Australia's leading banks and insurance companies. The discussion featured the 'Wolf of Wall Street' Jordan Belfort as the international guest speaker.

JORDAN BELFORT: First I would like to tell you a little bit about my life story because it is a miracle I am where I am today. I come from one of the most ethical, well-respected families in the United

States. No-one in my family has ever broken any law – not even jaywalked. My mum, who is now 80 years old, is an amazing lady. She went to law school at the age of 64 and became an attorney at 68. She was the oldest woman in New York to pass the New York State bar. She then spent 10 years doing pro bono work for womens' foundations and the homeless. My dad, crazy as he is in my book [*The Wolf of Wall Street*], became a CPA [Certified Practising Accountant]. He is a very ethical guy.

When I was growing up I knew I was supposed to be a doctor. My mum is Jewish. As I was being



"I always had a hunger to get ahead."
– Jordan Belfort

spoon fed apple sauce in the highchair, she would say to me, "The only noble way to be wealthy is to be a doctor. You have to be a doctor." It was like hypnosis as the apple sauce was going in.

My mum and dad were professionals, incredibly intelligent, hard working – and broke. They lacked two core things. Firstly, they were completely risk averse. They had the Depression-era mentality. They never bought a home and when 50 years later I was making \$50 million a year and offered to buy a house for them they asked what they could do with a house. They never would take a risk and it is very difficult to become successful in life playing defence. Sure, you need to play some defence in life and be careful, but without playing offence, it is hard to get ahead.

Secondly, they despised the whole concept of sales. That is pretty ironic because I came to be considered the top sales trainer around. But in my family, the word "salesman" was synonymous with the words "slime" and "bucket."

I think we tend to end up either modelling our parents or going the opposite way. I went the opposite way. I always had a hunger to get ahead. From the age of eight, I had paper rounds and I was knocking on doors trying to extend my paper route. At the age of 10, I was shovelling driveways after snowstorms to make money.

I was doing really well with shovelling driveways, but then it did not snow for a few years so I could not make any money. That is when I decided to become a magician. I went out and I bought a little book on magic and then put an ad in the local newspaper. Soon the phone started ringing off the hook for children's parties and I panicked. I ran to my dad and said, "Dad, I did not think anyone would call." He said, "All right, let's go."

He took me to the magic store. My parents always supported my ventures even though they were not like that. They were amazing. And so I became a magician, 'The Amazing Belfort', with the top hat, the whole thing.

I hit it big for the first time at the age of 16. I went out to the local beach, called Joans Beach, which is huge. On a sunny Saturday or Sunday afternoon you might find a million people swarming the beach, packed blanket-to-blanket. I was on the beach and I noticed they were all moaning because the kiosk was half a mile away. I said, "Hmm, maybe if I went out tomorrow morning and got some ice cream and chips and Milky Ways and Snickers, I could sell them blanket-to-blanket and make a ton of money. I will charge a buck a piece."

Next morning I woke up, found a little ice cream distributor, and bought all my stuff. The average cost was a dime [10 cents] an item and I sold it all within an hour at a dollar each. I made \$125 in an hour when I was 16. That was back in 1978 when the minimum wage was \$1.35 an hour. The next day, what did I do? I went back with four coolers instead and sold all of them and made \$500.

It became a defining characteristic of how I viewed myself. I knew I was going to have money, and I ended up taking that money and putting myself through college. I ended up taking one misstep on the road to entrepreneurial success, however, and that was spending one day in dental school, believe it or not. It all came back to the apple sauce hypnosis. When I was 21 years old and graduating from college, if you had asked me what I wanted to be in life I would have said rich. But I equated money and doing it the right way with being a doctor. I decided I did not want to be a doctor because it was another eight to nine years of university. Dentistry, however, was only four years. I would still be Dr Belfort, my mum would be happy, I would be rich, and everything would be perfect.

So I actually applied to dentistry and got in. But that is when things started to go awry. The first day of dental school, we had the dean walk in and say, "Welcome to the Baltimore College of Dental Surgery. You should be very proud to be here. You are going to be a pillar of the community." It looked pretty good so far. Then he added, "But let me say this: the golden age of dentistry is over because if you are here to make a lot of money you are probably in the wrong place." I got up and left and I never returned.

I could not bear to tell my mum for a few months so I hid in Maryland until my money ran out. Then I sat down with my parents and broke the news, "Mum, Dad, I am going to be a salesman." Then I told them it was worse than that: "I am going to be selling meat and fish." I answered an ad and was selling meat and seafood door-to-door and that was the first sales job I had.

I had a knack for selling. I broke the company record on the first day and the work started to flow. After a few weeks, I decided to open my own company. I soon found I had a knack for training salesman. Before I knew it, I had 26 trucks on the road and I was making a lot of money. But I was making all the mistakes a young entrepreneur makes. I was over-expanding and I was under-capitalised. To make a long story short: I went bankrupt. Soon I was heading to Wall Street to find myself a job.

It was not easy to get hired on Wall Street because it was the bull market of 1986. Plus my resume was not looking that good. I was a dental school drop-out who had just declared bankruptcy. So I went into L. F. Rothschild – back then a blue chip company – and said, "I will work harder than anybody. You do not understand what I am capable of. I can sell like no-one else, just give me a shot." The guy looked at me and said, "Either you are going to be the biggest broker in Wall Street history or you are going to end up in jail." The guy was a genius. He was right on both counts.

So he hired me and for six months I worked as a trainee, working hard for \$80 a week. It was



costing me a \$100 to commute so I was going backwards. I was barely making ends meet. Finally, my first day as a broker came. It was 19 October, 1987 – Black Monday. On my first day I watched in shock and awe as the market went down 508 points, and the firm I was with, that had been in business for 112 years, shut its doors. My first day as a stockbroker! From there, everything shut down on Wall Street. They were talking about the next Great Depression.

I took a job in a very small, nondescript penny stock firm out in Long Island that was hiring anybody from Wall Street. It was there that everything happened. I discovered two niches in the market. The first niche was selling \$5 stocks to the wealthiest one per cent of Americans. No-one had done it before. People were selling all the big New York Stock Exchange stocks to the rich people.

All the \$5 stocks and below were being sold to average Mums and Pops with little or no net worth. For some reason no-one had thought about going to the rich people and selling them the more speculative stocks. So I tried that. In the beginning it did not work but I made a couple of shifts in the marketing and ended up cracking the code. The first time I cracked it, I sold a businessman \$120,000 worth of a \$6 stock. Before that, the firm's biggest trade was \$4,000. It was a monumental shift and I knew it.

I started my own firm. One day I looked into my boardroom and discovered a problem: I had 12 guys working for me and let us just say the average IQ was Forrest Gump on three hits of acid. This was not the deep end of the intellectual gene pool. They were average people, they were not smart, they were not closers. They were not trained in the ways of Wall Street. The received wisdom back then was that you could not train average people to sell to the most sophisticated investors in the world. But I believed I could train anybody, so I tried to train my 12 guys to sell to the richest Americans. It did not work.

Finally, after about a month of trying and failing, they asked me to give them one of my marathon training sessions. I agreed, saying I would do one three-hour training session, answering objections, all the stuff they had probably heard about selling. I asked them, "All right guys, what is so hard? What is making this so impossible?" They told me there were so many objections that they were hanging up. I asked them how many and they said there were thousands. So I said, "Thousands. Let's write all of them down."

At the end of the day there were 12 objections, not thousands. I had one guy, Danny, who was my junior partner from the book. Suddenly a thought occurred to me, and I looked at these guys and said, "Don't you get it? Every sale is the same." I drew a straight line on the board to show that every sale is closed before it is ever opened. You have probably read the book, *The Art of War* by Sun-Tzu. There is

a famous quote by Sun-Tzu that is in the movie *Wall Street*. It says, "Every battle is won before it is ever fought." It is about strategic preparation, knowing every possible eventuality before you engage in a battle in military terms and working out how to counter each eventuality and how to achieve victory. This was the philosophy I had. It did not matter what the product was, even if it was an idea, a concept, a vision for the future; the idea was that there is only a certain number of things that have to line up in every sale.

At the highest level, sales is about creating certainty in another human being, both logical certainty and emotional certainty. My guys were young and they were not smart. They did not have any belief that they could be successful. They were getting battered around by rich people. So I taught them about controlling the conversation in the first few seconds – the idea that you only have three or four seconds until someone judges you and spits you out.

You have three or four seconds for the person to think when they either see you in person or they hear you on the phone that you are number one, sharp as a tack. That you are enthusiastic as hell, that you are an expert in your field. If you cannot get that across to people very quickly, they tune out. So it was about showing them how to use their tonality, their body language.

A system unfolded called 'the straight line' and each one of my Forrest Gump guys became multi-millionaires. Soon people started lining up for jobs and before I knew it I had 1,000 people in my office, all under the age of 22, all of them with IQs just hovering above 90 on a good day, and they were all making millions.

I was 25 years old at the time. I was making \$50 million a year and I went wild. My first big hit was \$650,000 – I went out and bought a white Ferrari Testarossa. Why? Because I saw Don Johnson drive it on Miami Vice. Next I took a private jet and went to the West Coast. I checked into the Regent Beverly Wilshire Presidential Suite of all places. Why? Because Richard Gere had done so in *Pretty Woman*. This was my mentality. I saw movies and thought that was the way rich people lived and how they acted and what their values were. But there was one person that really influenced me more than anybody else and that was *Wall Street's* Gordon Gecko.

He said those magic words that ended up destroying me. They were, "Greed is good." Greed cuts through, greed clarifies. I am sure you already know this, but greed is not good. Greed is destructive. It does not cut through anything, it does not clarify anything; it destroys everything in its path. Ambition is good. It is ambition that cuts through, ambition that clarifies. But I, and a lot of Wall Street, got this wrong. My value system was really, really flawed, and that was the essence of my downfall.



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The reason why HCL Technologies is so successful and has a high retention rate with the blue chip customers is because of its 'Employee First' philosophy. It is about giving value first, and knowing that everything else will be taken care of afterwards.

Now when I go around the world I want to give as much value as I can. I do not focus on how much money I make, because it is easy to monetise value. When you have something that is amazing, it is easy to make money with it.

Back in the day, when it was about greed and making as much as you could as fast as you could, I paid the price. Ninety-eight per cent of my business was legitimate but two per cent destroyed everything. I was trading maliciously and doing a little bit of manipulation and lost it all. I went to jail. Who was my bunk mate? Tommy Chong from the comedy duo Cheech and Chong. When we were swapping stories he said, "Jordan, you have got to write a book. I thought you were making this stuff up but my wife Googled you and it is all there. You are in *TIME Magazine*."

So I wrote a book when I got out of jail and sure enough there was a bidding war between actors Leonardo DiCaprio and Brad Pitt. I chose Leo and director Martin Scorsese and the rest is history. What is interesting is that when people started reading the story the straight line system was being used by a lot of companies in Wall Street.

Then I started receiving offers to speak, and it was amazing. We have built a business around training companies on customer service, influence, negotiation, persuasion, ethics and integrity. Success without ethics and integrity is not success at all. That was the mistake I made. Particularly in a situation of influence, you need to always make sure it is rounded with integrity – influencing people to do things they should be doing, not just to make yourself a dollar.

TOM THOMAS, HCL TECHNOLOGIES: Jordan, if it were possible, to what point in your life would you rewind – stop, delete and restart?

JORDAN BELFORT: There are things I would certainly change. I am a believer that you cannot be ethical 95 per cent of the time and then let it slide five per cent of the time. When I first discovered the system, it was beautiful, it was amazing. Everyone was making tons of money and the firm was a 100 per cent legitimate. But I decided to engage in a transaction that allowed me to make \$500,000 in cash. I knew it was wrong but the other guy said, "Everyone is doing it." I rationalised it and said, "No-one will know, I will take the money, and then I will just do things as usual." But once you take the first step over the ethical line, your line of morality moves a little bit, so the next time you cross over, you cross over a little bit further, and the next time further still. Before you know it, through these

tiny, almost imperceptible steps, you end up doing things you thought you would never do, associating with people you never thought you would associate with, and it all seems okay.

So I would have never taken that first step. I would have made a bit less money but I still would have made \$30 million a year and not broken any laws. I would certainly have never taken that first step over the line.

I also would have completely eliminated the drug aspect. The drugs destroyed me. They cost me a couple of marriages. I should look like Keith Richards from the Rolling Stones! The human liver is an amazing thing.

Looking at things globally, I would have had a very different value system if I went back in time. I would have placed 'giving value' first versus 'trying to make money' first. My number one value was making money and when that is your number one value, you end up doing a lot of things that are questionable because it is all about the dollar.

I do not try to hide my past. I believe we are not the mistakes of our past, we are the resources and capabilities we glean from our past. In other words, you could make 50 mistakes or one hundred mistakes – each one makes you wiser. As long as you take the lessons from your mistakes and do not live in your mistakes, you become stronger.

You become more resilient and you learn from them so I believe that we are not our mistakes, we are the resources that we get from our mistakes. We create experiences for ourselves based on our language. So I could say, "I have been to jail, no one will ever speak to me, I am a terrible person," and that would be a very disempowering way for me to go through life. Whereas I am saying, "I have been to jail, I have made mistakes, but I will use this as a positive to go out and spread a message to make sure that I focus on ethics."

MELANIE EVANS, WESTPAC: I am really interested in your views on what the financial system, particularly bankers and investment specialists, have learned from the global financial crisis (GFC) and if you have any views on the role greed played in that. Did we have our value set wrong?

JORDAN BELFORT: I think brokers should be compensated only on profits. The system of commissions on the buy and the sell is dangerous. If the person has the highest ethics they will resist temptation but sometimes that gets out of control.

From a cultural perspective, I think that there was this post-Gordon Gecko mentality that greed was good. It was not as if everybody on Wall Street was like that. The problem with Wall Street was that only five per cent were like that but that percentage could destroy everything. A perfect example is the insurance company, AIG. When AIG had to be bailed out by the US government, it was



not because all of AIG was bad. It was one division in upstate New York that created those credit default swaps and managed to destroy everything. So you do not want to paint all bankers, or all of Wall Street, with a negative brush. I think it was a very small group who were really greedy. That is enough to poison the system though because of leverage – it means everything gets magnified. That is another aspect.

In terms of the role the regulators played, I think there is a problem in the United States in particular. There is a revolving door between Wall Street and the regulators. A classic example is Robert Rubin. He was a Treasury Secretary in the 1990s. He was the guy specifically responsible for relaxing the rules on how much leverage banks could take on. Then worked at Citi Corp, becoming the head of the company, and promotes investments that make use of that loophole. Rubin makes himself \$500 million and blows up Citi Corp to the point where they are almost bankrupt and walks away with the money. Do I think he is an evil guy? No. But the point is that this incestuous Wall Street-Washington relationship is problematic.

TOM HIGGINS IAG: Given you live in the United States, I am interested in your views on the quantitative easing. What do you see that doing to the country?

JORDAN BELFORT: The feeling among the population is that the bankers stole money and the bankers are now getting rich again. It was a Wall Street bailout not a Main Street bailout. I think there is some truth and some fallacy in that. In the United States, we face problems that you do not really face here in Australia in terms of our fiscal deficit. It is huge.

Meanwhile, all the Republicans and Democrats do is fight and try to roadblock each other. At the moment we have a little scandal with the IRS [Internal Revenue Service], which means the Republicans are trying to discredit President Barack Obama to freeze any progress that is been made. So it is not that people are just saying all bankers are corrupt.

People are saying that Washington is full of idiots. It is a broad-based anger that you might see among the population of a declining power. The US has had its best years and now everyone is looking at China and trying to stem the tide. And then there are these ridiculous wars.

NICHOLLE LINDNER, ST GEORGE: Do you think America is basically a capitalist system, not a country anymore? Do you believe that America is beyond redemption?

JORDAN BELFORT: We are resilient. I think the biggest problem in America is the younger generation's sense of entitlement. My parents

had their post-Depression mentality. It was all about making the world better for our children. Somehow my generation lost that. It was all about consumption and feeling great today. It was not about passing on a legacy but more about enjoying your own life. And now there is the computer age. All of a sudden information is available to everybody and what today's generation can access online is a different world from when I grew up.

But there is a rubber band effect. Things go one way and then there is some bounce back. I think the GFC was a real wake up call for the current generation in the United States, resulting in less sense of entitlement. There is a bit of panic going on and a sense that they have to make things right. At the same time, you have this other philosophy which is, "Let's kick the can down the road, let's keep printing money and we will keep extending the deficit and let the next generation worry about it."

If even one tenth of that is true it is really scary. But I think the population of the US are good. They are working hard; they want their family to be okay. I think [former president] George Bush was a disaster for the country. Some of the wars we had were terrible. I am a Republican; I believe that taxes should be lower and I do not believe in a lot of spending. Yet socially I am Democratic; I am liberal, I believe that women should have the right to do whatever they want to do, I believe in racial equality. A lot of people want to vote Republican but they cannot because of the party's antiquated thinking.

It is scary but I do not think it is beyond redemption. Hopefully the next generation, who has grown up in the wake of the GFC, will not have that sense of entitlement that my generation had. We all thought that we should have a big house with two BMWs in the drive.

MATT PATERSON: Your first book is entitled *The Wolf of Wall Street*, your second is called *Catching the Wolf of Wall Street*. What will the title of your book be when you have lived a full life?

JORDAN BELFORT: Good question. I feel like I have lived like seven lives already! I guess it would be *The Redemption of The Wolf* or *The Wolf of Wall Street Redeemed*. By the way, if there is anything I want to be remembered for in my life, it would be what happened after I went to jail. It is not that I want to bury the past, not at all. It is part of my story. The movie was delayed for five years, and I was upset.

I thought that I needed this movie, that so much business would come from it. It turned out to be the best thing that ever could possibly happen. It changed the ending of the movie. Originally, the movie ended in jail. Now it ends with me in my new life. It ends with me on stage giving a seminar teaching sales and doing charity work.



"There is a revolving door between Wall Street and the regulators."
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"You are either selling in life or you are failing."

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The delay meant I created a new chapter of my own story based on five years of working really, really hard and keeping my eye on the ball in terms of where I wanted to go. It is this second act. I know there are second acts in America and in the world, for anybody.

I respect my partner who got in trouble with me. He has a very successful company in the medical field. But he was so embarrassed about his past he tried to hide it and I do not think that is right. I think that people will forgive you as long as you come clean. I think what people hate more than anything is if you try to minimise what you did wrong. I did not make money from any of this. I gave up all of the profits from the books and the movie to make sure the investors got the money back that was lost. The book is in 75 countries, so together with the movie I think the investors will probably end up getting extra. I did not have to do that because my probation has ended. The most the government could have withheld was 10 per cent of the book profits from the movie.

There is one last thing I want to note. Look what happens in Brazil after a soccer match when the wrong team loses and a couple of drops of alcohol are involved. One guy says something and a million people end up rioting. That is the mob mentality. It does not make sense. What happened at my company was the mob mentality. We had 1,500 people under the age of 23, under the influence of narcotics, making millions of dollars a year. That was a mob situation. It is not like individuals ever act that way.

ANGELO RENTZEPIS, AMP: In this changing world of legislation, we all use terminology such as productivity, increased revenues. But at the end of the day, it all comes back to sales. How do we make that term sexy again?

JORDAN BELFORT: I think that is a very profound observation. My parents had this unbelievably negative view of selling and they never had any money. Everybody is selling. I always say either you are selling in life or you are failing. As a parent, you are selling to your kids – to make their beds, to do their homework.

You sell to them the value of education. We are always trying to influence them. Selling is not just about a product, it is about an idea. It is about a vision for the future. I think there is this clichéd idea of what a salesperson is. There is an image of the hard charging, fast talking person who is going to sell you whatever they want to sell you whether you need it or not. They will try to overcharge you. The problem is you always will have people like that – rogue owners of businesses that are just looking to make a dollar.

I think the internet has changed things for the better. I think it is made people smarter. As an ethical persuader, I believe that an educated

customer is your best customer. The more your customer knows about your product and the competition, the better it is. You have to be prepared to explain all the reasons why your product makes the most sense. I think that the internet will end, or has already ended, the days of people going into a stereo shop and being sold something at three times its value. People know value when they see it. I think it comes back to the idea that at the heart of any company must be the concept of giving value.

I have never gone into a sales force where I could not dramatically improve its closing rate. That is easy for me to do because most salespeople are not trained. They do not know what they are doing, they are just flying blind. People say scripts are evil. I do not think people really understand what scripts are. When you are a salesperson you are not reading from a script.

It is an idea in your head, knowing what to say, having certain language patterns. People say you are going to sound wooden if you have a script. I disagree. Every movie you have seen, every TV show that you ever enjoyed that moved you emotionally, that brought you to tears, every book you have ever read that made you feel a certain way, was painstakingly scripted out.

We respond because what a script represents is the best effort to evoke a certain feeling in a person. I give the example of the movie, *Braveheart*. Remember the scene where Mel Gibson gets on the horse, all painted up, and gives the great rousing speech to all those people? Just imagine if the [director] had said to him, "Mel, here is what we are going to do. We have 1,000 people there who are going to be all jacked up and wild. We want you to ride in on the horse, all painted up, and say some really good stuff to them." And Mel said, "Cool."

You think he winged it? No. Every word was carefully scripted so Mel said the perfect thing to move you emotionally and to make sense logically. He was selling the people on going into battle and losing their lives. It was a sell job.

Much of the poor reputation salespeople have is because they do not know what to say so they say stupid things. They lie, they exaggerate, because they are trying to close a sale. But the reason they cannot close is because they have not moved the person enough, logically or emotionally.

I think that by training salespeople you make them far more elegant, you take away the high pressure, and you really allow them to empower the customer to make a good decision. There are always going to be the bad ones in the bunch, but I think the internet means people are getting smarter and therefore it is going to be a little bit less prevalent.

STEPHEN DUNNE, MACQUARIE BANK: Being in California you are in the heartland of entrepreneurs, venture capitalists (VCs) and start-ups. On the east coast, in banking and financial services, we have



seen an increase in start-ups and an outflow of people from banking into tech. What is your view on the impact to financial services, especially on the east coast, and banking in general?

JORDAN BELFORT: You have to remember that post-GFC a lot of the rules changed. Compensation rules changed, a lot of the investment banks went away and created niches for the sort of boutique style of bank, that were almost venture investment banks. So there is certainly an entrepreneurial edge to the air on Wall Street now. The shakeup has created opportunity.

That is very different to what has happened out in California with the VCs. The old way of thinking was that unless you had an office in Silicon Valley, you could not get the funding. That is changing a little bit. There are other hubs now in the United States. It is starting to decentralise and certainly there is capital flowing more freely now. You also have crowd sourcing websites now such as Kickstarter and other micro-entrepreneur sites.

So I think if anything the GFC has made Wall Street more entrepreneurial. There are a lot of these little boutique start-ups now. In the 1990s, it

used to be all about starting your own hedge fund. Now it is all about being the boutique investment bank. It was inevitable. In the US, we had the Glass-Steagall Act, which meant that banks could not own brokerage firms. [Congress] repealed it [in 1999] but now it is back. So there has been a lot of shakeups. There has been some more entrepreneurship on Wall Street to fill some of those gaps.

I think it is a great time to be an entrepreneur in the United States. I think there is a lot of opportunity. Today's technology makes start-ups so much cheaper than they used to be, especially with the cloud. To establish some start-ups I have been involved with would have cost millions of dollars in hardware and servers but now it can be done so much more cheaply by leveraging cloud technology and operations.

I think investment banking is a low-hanging fruit just now. All the big firms are gone, so people are running in to fill the niche, and I think that is a great niche right now. I think you will see a lot of these small start-ups becoming medium-sized companies – say 200 to 300 firms over the next three to five years. *



*"If anything the GFC has made Wall Street more entrepreneurial."
– Jordan Belfort*



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About HCL

Over the past decade, HCL has been one of the fastest growing technology companies not only in India but in the world – even during the depths of the economic downturn. What has been the source of HCL's success during this period of economic turmoil? A combination of technical expertise and an innovative management philosophy that unleashed the innovative thinking of empowered employees.