



SPARK PARTNERS - A PRESENCE, NOT JUST A SERVICE

SPARK partners was founded by five partners from the financial sector in December 2025. The firm positions itself alongside decision-makers, owners, and governance bodies to support companies at key moments in their development. At the intersection of strategic advisory, executive mandates, and board roles, SPARK offers a hybrid approach to transform organisations from within, at a time when execution has become a major challenge for businesses.

From boardroom to execution floor

SPARK's model is based on a fundamental belief: transformation is above all a human act. It cannot be outsourced or remotely controlled from the outside. It requires partners who can take on real responsibility, immerse themselves in an organization's culture, and identify obstacles where they truly lie, often between the lines of an org chart or in the unspoken dynamics of a committee.

That is why SPARK operates on three levels: as a non-executive director within boards of directors, as an interim leader in executive committees undergoing transition, and as a consulting partner embedded in day-to-day execution. One philosophy, three points of entry. From the boardroom to the operational floor.

LEVEL	NATURE OF ENGAGEMENT	CORE VALUE ADDED
Board (Non-Exec)	Governance, oversight, integrity	Ind. view, strategic guidance
Executive (Interim)	Hands-on leadership during transition	Stabilization, capability transfer
Consultant / Advisor	Strategy & implementation	Change adoption, impact

Service offering

The firm offers a broad range of services covering the diverse expertise of its partners. What connects these areas of expertise is a strong conviction: transformation only works when it is human-centred, aligned at all levels of the organization, and grounded in execution.

GROW	M&A advisory, growth strategy, distribution, organic growth
TRACK	A dashboard to provide clarity and manage the business
GOVERN	Governance architecture and board evaluation
FINANCE	Multi-lender access beyond traditional banking channels, IPO support
ENHANCE	Leading strategic and transversal projects (business, IT and digital evolution)
LEAD	Align leadership, corporate culture and structure
FIX	Forensic analysis & fraud investigations, dispute and litigation management



THE TEAM

Partners who step into the arena

SPARK's founding partners offer a unique combination of executive leadership, experience within leading financial institutions, and execution capability, enabling them to effectively support clients in complex environments, combining strategic vision, operational rigour, and measurable impact.

Cédric Anker has held senior roles at leading institutions such as Credit Suisse, Vontobel, Mirabaud, and Bordier & Cie, and currently serves as CEO of Allswiss Group, with recognised expertise in strategy, governance, and banking model transformation.

Xavier Clavel has held several C-level positions in asset and wealth management in Switzerland and the UK, notably at GAM and HSBC, while also serving as a board member and advisor to fintech players and regulated institutions in Switzerland, Germany, Luxembourg, and Dubai.

Yves Keller after more than 17 years at Deloitte as Financial Services Director and Senior Auditor, served as CFO/CRO of a Swiss private bank, deepening his expertise in financial governance, risk, and operations.

Dominique Moser specialises in fraud and financial disputes. Drawing on his experience at Ernst & Young in Switzerland and the United States, and as Deputy Head of Fraud, Corruption & Special Investigations at CA Indosuez, he brings clarity to complex financial situations to guide decisions and strengthen control frameworks.

Grégoire Pennone with over 25 years in senior leadership and advisory roles, has led major transformations and growth and M&A transactions, including within listed entities, combining legal, financial, and strategic expertise. He will join the firm on 1 July 2026.

Cédric Anker

Private banking
Securitization
Business dev.
Intl. exposure
Leadership



Xavier Clavel

Asset management
Leadership
Alt. Inv. distribution
Digital assets
Reg. experience



Yves Keller

Finance
Risk & Compliance
Reg. expertise
Audit
Shareholder mgt



Dominique Moser

Financial crime
Fraud
Investigation
Dispute resolution
Audit



Greg Pennone*

Strategy
Sustainability
Governance
Stakeholder
engagement



* From 01.07.2026

Strategic Partnerships

SPARK ambitions to build a powerful network of expert partners and consulting firms to amplify our impact and extend our capabilities. By connecting the best minds across disciplines, we create smarter, faster, and more holistic solutions for our clients. This



ecosystem approach allows us to stay agile, tap into specialized expertise, and deliver consistent excellence at scale. Together, we go further than any single firm could alone.

SPARK has concluded a strategic partnership with **ULDRY Risk & Compliance SA**, a Geneva-based company specializing in risk management and regulatory compliance for the financial sector. Recognized as a trusted partner, ULDRY RC supports banks and financial institutions through outsourcing services and advisory in compliance and governance.

A second strategic partnership has also been established with **Lāmesé**, a Swiss company founded by **Jean-Marc Eklou** in 2022 and active in strategy, management, and innovation consulting.

Through these two collaborations, SPARK strengthens its service offering in regulatory, transformation and risk management areas by providing highly specialized expertise in heavily regulated environments. Together, the entities aim to deliver integrated solutions combining strategic transformation, operational excellence, and sustainable compliance.

Furthermore, SPARK has established a cooperation with **Anaïs Frey**, a certified coach and organizational transformation specialist and with **Patrick Cattin**, a coach and trainer specializing in efficiency, performance, and well-being in everyday work life. These partnerships reinforce SPARK's ability to support clients and illustrate to perfection the importance placed on people.

THE NETWORK

An asset that opens doors

Beyond execution discipline, SPARK brings a rare asset: a network built over decades at the highest levels of the financial and entrepreneurial world. Trusted relationships and an ecosystem of investors, regulators, executives, and entrepreneurs that provide access to opportunities and perspectives capable of concretely transforming a company's trajectory.

Strategy. People. Results.

With a 100% senior model, a deliberate presence in decision-making bodies, and a network built over time, SPARK does not position itself as just another consulting firm. It is a partner that steps into the arena.

Reach out to SPARK info@spark-p.ch!