

Pascal Hernalsteen

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Professional Summary

Over the last **30 years**, I have specialized in **alternative asset servicing** across **Luxembourg** and the **USA**, delivering innovative and client-focused solutions

I have conducted exclusive **market research**, analyzing **client expectations**, **market trends** and **competition mapping**

With a proven track record of **leading high-stakes projects** such as **post-acquisition integrations**, **CSSF license applications**, **Go-To-Market strategies**, I have consistently delivered results in **business development**, focusing on **net margin growth** and **client satisfaction**

Experience

Since 11/2022 | GoJuSan | *Freelance Consultant – Private Assets Servicing: USA, Hong Kong & Luxembourg*

- Led **RFPs** & for private capital funds and secured contracts with 15% fee savings while enhancing quality
- Performed **market surveys** on clients' expectations, market trends, competitive landscape, operational efficiency & AI
- Designed and implemented **go-to-market strategies**, facilitating the transatlantic expansion of both American and European service providers
- Designed a strategic development analysis on the development of **evergreen funds in Europe**
- Designed **Aztec's target operating model** and **technical** architecture for the AIFM of **Aztec**
- Contributed to **Aztec's US- EU corridor Go To Market Strategy**

09/2020 – 11/2022 | Standish Management | *Managing Director Luxembourg & Regional Director Europe*

- Successfully led the **post-acquisition integration** of the Luxembourg entity into the Group
- Implemented a **Blue Ocean' strategy**, resulting in a **70%** increase in new business over two years
- Spearheaded **AIFM** and **Depositary** license applications
- Led **transatlantic business development**, fostering relationships with key American managers

05/2018 – 04/2020 | SQOPE S.A. | *Managing Director –Benelux, France & UK*

- Business development in new markets in new clients' segments

07/2015 – 12/2017 | Palmarium Fund Managers S.A. | *Managing Director & Conducting Officer*

- Secured **CSSF approval for an AIFM license**

10/1992 – 06/2015 | CACEIS Bank Luxembourg

I led the development of the **Alternative Investments** asset servicing between 2003 and 2015

Managing Director – Private Capital (2012-2015)

- **Doubled sales revenue within three years** while maintaining operational cost-efficiency, contributing to significant growth of the unit's bottom line.
- Developed and implemented a **strategic plan to mitigate operational risk**
- **Led operations** in Fund Administration, Depositary and banking services (credit)
- **Directed strategic development initiatives** and ensured seamless client service delivery.

Business & Strategic Development Director (2005 - 2012)

- **Group Head of Hedge Fund Business Line**
Led business development, IT projects and operations for Hedge Funds
- Led the **post-acquisition integration of a North American entity**
- Coordinated international entities across **Luxembourg, Hong Kong, North America, and Ireland**
- Led a **remediation plan for a €20+ billion client**, resolving operational complexities and **exceeding client expectations**,

- Implemented a **new business line** for alternative funds while implementing systems and processes for **Private Debt, OTC & listed derivatives**

Education

- **2007 – 2009** Crédit Agricole Executive Program, “International Perspectives”, Paris, London, Cairo
- **2007** HKSI¹ Certification (Papers 1 & 2), Hong Kong
- **1997 – 1999** European Bank Academy, Luxembourg
- **1988 – 1992** Bachelor’s Degree in Business Administration, ICHEC, Brussels

Professional Associations

- **2012 – 2017** ALFI² Co-Chairman of the Real Estate Working Group
- **2017 – 2020** Member of ALCO³
- **Since 2015** Member of LPEA⁴
 - Member of the LPEA AI Lab
 - Member of the “sounding board” in charge of the magazine and roadshows

Publications

- [Selecting the Right Outsourcing Partner](#)
- [AI-powered Data Transformation in FA](#)
- [Unlocking operational excellence in FA through AI](#)

Key Achievements

- Business and strategic development
- Post-acquisition integration
- CSSF licensing applications
- Client Retention
- Cross border project leadership
- Designed and implemented go-to-market
- Operational Leadership
- Strategic Business Growth

Skills

- Asset servicing (FA, AIFM, Depo, Banking services)
- Alternative Investments (hedge funds, derivatives, private capital)
- Business Development
- Key Clients Relationship Management
- Strategic Leadership
- Emerging Technology Integration
- Go-To-Market Strategies & Competitive Analysis

Hobbies

Passionate about Japan, gastronomy, and Japanese culture (10+ trips totaling 6 months).

Co-founder and minority shareholder of Sense of Japan (www.japan.lu) specializing in travel, saké, and artisanal goods.

¹ Hong Kong Securities and Investment Institute

² Association Luxembourgeoise des Fonds d'Investissement

³ Luxembourg Association of Compliance Officers

⁴ Luxembourg Private Equity Association