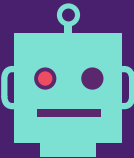




Living Ratings

The brand and digital intelligence of
the world's leading asset managers 2023

THE  
RISE
 OF THE
MACHINES



RATED 1 INTELLIGENCE

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**Want to know how your firm has scored across each of our key criteria?
Please reach out to [Mark Stephenson](#) to arrange a meeting.**

This report has been produced in American English.

Living Ratings of Asset Managers 2023

The rise of the machines

As the title of this report suggests, the asset management sector is at the crossroads of a digital revolution, with the 'rise of the machines' in the form of digital automation and artificial intelligence (AI) – presenting both opportunities and challenges.

This year has seen choppy and volatile markets, under the umbrella of a projected recession and rising inflation. We've seen an explosion of technologies with AI and ChatGPT the focus of many conversations, all against a very difficult socio-political environment.

However, this year's Ratings show some remarkable resilience and, in some cases, some truly exceptional brand and digital intelligence. Yet, there is still much to do!

Performance

Once again, for the third straight year, we've seen the average sector scores plateau. However, there has been a rebound from the lows seen in 2017, and a 1% increase is better than a decrease.

This year we excluded the firms who have insecure websites or very little asset management presence online, resulting in a Top 100 that are engaging and interacting with clients on a daily basis, and all of these firms have an active digital presence and content for us to analyze.

This has changed the category overview somewhat, with a huge increase to 46 in our Focused category (2022: 27) and a decrease to 38 firms at the bottom end in Lackluster (2022: 46). Our annual introduction of new criteria and reweighting of existing criteria has resulted in 7 in our top performing category of Determined (2022: 13), which is a remarkable achievement.

The data shows that our Top 20, have continued to adapt and innovate, and they're well-deserved leaders. However, for the remaining firms, 'standing still' equates to 'falling behind' with 67% of the Top 100 scoring 60% or less.

Authenticity and humanity

It's clear that AI can, and will, have a massive impact on so many automated digital functions, increasing efficiency and improving targeted and focused communications. As AI powered Chatbots evolve and become more sophisticated, it's easy to envisage them offering real-time assistance, answering queries and maybe even providing investment recommendations and executing trades. However, we only found one example of a Chatbot being used on an intermediary website – surely a statistic that will grow over time?

No matter how advanced AI and technology become, people are still searching for human intelligence, not AI tools. People are representative of your brand, so profiling fund managers is key to displaying your intellectual capital, but only 9% of firms are doing this well on their websites. However, on social media, specifically LinkedIn, we have seen a huge increase of people content, up to 69% (2022: 16%). With 50% of CEOs also now active on LinkedIn (2022: 31%) firms are putting their people front and center with content that showcases their abilities.

Brand, purpose and values

The search for brand differentiation across asset management websites continues: the number of digital properties that have a distinctive visual language is a low 38% this year (2022: 43%). Yet the number of firms that state their brand positioning prominently on their home page increased to 63% from 58% in 2022, with accompanying brand values also clearly stated at 55% (2022: 53%) this year (2021: 48%), which is certainly a move in the right direction.



Kate Shaw, Co-founder and Chief Executive Officer

Content strategy

This year we have increased our criteria around the insights pages and discovered that only 26% of asset managers demonstrate a clear content strategy on their insights landing page. Too many managers rely on html text content, rather than providing the user with engaging interactive insights that actively demonstrate the firm's thinking, with only 15% presenting their thought leadership this way.

Opportunities ahead

You'll find more of our findings throughout this year's report together with our views on AI versus human intelligence and 10 predictions for the future of asset management marketing. Once again, we've provided you with three key actionable opportunities to focus on for 2024 on page 26.

I hope you enjoy reading this year's report. Should you have any questions or would like to discuss our findings please [email me](#).

WANT THE GOOD VIEWS OR THE BAD VIEWS

Is your brand's digital intelligence performing optimally?

In addition to our annual Ratings report, we offer an in-depth diagnostic of your brand, website and social media footprint, analyzing your digital intelligence and providing better ways to improve your digital capability.

To find out how we can bring your brand and digital proposition to life, please contact:

[Kate Shaw](#) in New York

[Greg Hobden](#) in London

[Gigi Yung](#) in Hong Kong



www.living-group.com

HIGHLY RATED



About Ratings

Now in its 35th edition, Living Ratings benchmarks the brand and digital intelligence of the world's leading asset managers.

These studies provide our clients with evidence-based insight that continually enhances their marketing communications and gives us unparalleled knowledge of our specialist sectors.

Digital diagnostic

In addition to our annual Ratings report, we also offer an in-depth diagnostic of your brand, website and social media footprint, analyzing your digital intelligence and comparing your firm against your closest competitors.



Our analysis is the logical first step on the journey to improve your brand and digital intelligence, empowering you with objective evidence and a clear strategy.

Analysis

To analyze how your brand and digital footprint performs against a set of proven benchmarks.

Re-alignment

To re-align your brand and digital strategy to ensure that any future-generated content receives the maximum exposure with your target audience.

Connectivity

To connect your social media strategy with your brand and content strategy.

Purpose

To ensure that your CMS platform is the right fit for your purposes and goals.

Implementation

To enable you to implement enhancements and corrections in line with best practice.

UX

To improve the user experience and information architecture of your website.

Understanding

To understand what is required to create a better brand and digital experience for all your stakeholders – internal and external (and to gain a higher Ratings score in the next review).

WHO, WHAT, WHEN & HOW

Rating and classifying each firm

In July, August and September 2023, our analysts reviewed the brand and digital intelligence of the world's leading asset managers – source: ©IPE Top 500 Asset Managers published in June 2023. Each of the 100 firms was rated through the eyes of an intermediary and measured against 100+ criteria, including several new metrics covering engagement (website functionality and the social media channels used) and evidence (brand and content on website and social media).

How we calculate our scores

Each firm is allocated an overall percentage score. This is calculated by adding the scores for the individually weighted engagement and evidence criteria. We then use the separate engagement and evidence scores to classify each asset manager with one of four definitions of their digital presence – Determined, Energetic, Focused or Lackluster.

Sector averages are based on the full listing of the top 100 firms.

1 Website
functionality

2 Website
content

3 Social media
presence

4 Social media
content

PUSHING THE CRITERIA

Challenging the criteria

As technology marches forward, so do target audiences' expectations. Therefore, we continually adjust the weighting of our criteria as well as introducing new criteria, to match the needs of the respective audience.

For 2023, here are some of our core areas of analysis:

ENGAGEMENT

The search for search

Our quest continues to find the perfect search functionality and (pictorial) results. With the exception of a handful of firms, most still fail at this and serve up confusing experiences that are neither user-centric nor helpful in any shape or form. We recognize those who get it right.

Find me. Help me

Measuring SEO and accessibility, we've also added the Ecograder tool this year. It not only measures your website's carbon emissions, but also calculates page loading speed and accessible user experience.

Two ways not one way

We celebrate firms that go beyond delivering the standard level of interactivity that so many asset management websites offer. Online tools is a category where we reward firms that use their sites as a two-way platform to engage with their audiences through interactive data tools.

Marketing automation and personalization

With the advancement of AI tools and technology, we look for evidence of functionality deployed to deliver automation and personalization, including the use of Chatbots this year.

Pushing social to the max

One size does not fit all, so we take time to check the content types and topics posted by a firm across their social media channels. We reward firms that have a clear content strategy in place for each channel and carefully curate what's posted and where.

EVIDENCE

Brand and deliver

In an industry where most firms struggle to differentiate themselves from one another in any shape or form, we celebrate those who bring clarity and stand out with their brand positionings, brand values, tone of voice and messaging.

Visually appealing

Another underused tactic in the challenge to stand out from competitors is an asset manager's visual identity. Those firms who have invested in creating a successful brand code are well equipped for the marketing and communications challenges that lie ahead.

People still buy people

The need for human connection and intellectual capital is greater than ever. Your people are your brand so why do so many asset managers neglect to profile their fund managers and people? Presenting the human face and culture of a firm helps to build a differentiated brand.

Insightful content

A new category that scrutinizes insights landing pages and interactive thought leadership content. Firms who deliver a variety of content (audio, video, snapshots, outlooks) with search filters by content type as well as topic and themes, are rewarded.

About you, not us

We look at a firm's content on their website and across social media to see if it's addressing client-related issues and speaks to their target audiences. Many firms still fall into the trap of talking about themselves and not what they can do for their clients.

BALANCING AI vs HUMAN INTELLIGENCE IN THE ASSET MANAGEMENT INDUSTRY

The asset management sector has witnessed a rapid evolution in recent years, largely driven by the integration of technology and digital solutions.

In this digital age, websites serve as virtual gateways to businesses, and Artificial Intelligence (AI) has emerged as a powerful tool for personalizing customer experiences and shaping user journeys. However, amid the rise of AI, a pertinent question arises: will human intelligence and the human touch, which are crucial for brand enforcement and emotional connection, be overshadowed? How can we ensure the right balance between AI and human involvement in the context of customer personalization, user journeys, brand enforcement and emotional connection?

AI for customer personalization and user journeys

AI has revolutionized customer experiences by tailoring them to individual preferences. Through data analysis, AI algorithms can predict investor behaviors and recommend investment products that align with their goals and risk profiles. This level of personalization enhances user engagement, as clients feel their unique needs are being addressed.

In terms of user journeys, AI can streamline interactions. Chatbots are able to provide instant assistance, answer queries and even execute transactions. This seamless experience fosters user satisfaction and loyalty. AI also optimizes user journeys by analyzing data patterns to anticipate potential roadblocks or preferences, leading to more efficient navigation through digital platforms.

The human touch and brand enforcement

While AI offers unparalleled efficiency, the human touch remains indispensable for brand enforcement. A brand encompasses not only visual elements but also values, ethos and emotional connections. Humans are essential in conveying these intangible aspects of a brand.

Human interaction imparts authenticity and empathy that AI cannot replicate. Asset management is about trust and partnership, and these qualities are nurtured through human interactions. Experienced advisors can explain complex investment strategies, address concerns and provide reassurance, cultivating a sense of security that AI interactions might lack.

An emotional connection

In the asset management sector, the buying process is more than a transaction – it's an emotional journey. Establishing an emotional connection builds lasting relationships. AI, while proficient in data analysis, lacks the emotional understanding that humans possess. Brand loyalty and trust are forged through emotional connections, which are often established during face-to-face interactions. Investors seek advisors who understand their aspirations and fears. Humans can listen, empathize and adapt communication styles to cater to clients' emotional states. These interactions create a deeper connection, enhancing client retention and referrals.

Striking the balance

The future lies in harmonizing AI's capabilities with human intelligence. AI can handle routine tasks, data analysis and initial interactions, freeing up human advisors to focus on personalized consultations and building relationships. AI can aid human advisors by providing insights based on data patterns, enabling advisors to tailor advice more effectively. This approach maximizes efficiency and enhances the client experience. Advisors, in turn, can emphasize a brand's values and emotional connections, reinforcing the human element.

Conclusion

While AI offers efficiency and data-driven insights, the human touch is irreplaceable for brand enforcement and emotional connections. Striking the right balance is key: AI can enhance human capabilities and streamline processes, while humans can provide authenticity and empathy that AI lacks.

The human-brand connection remains an essential pillar in the digital era, ensuring that asset management businesses not only survive but thrive in the ever-changing landscape.

ARE YOU DETERMINED OR NOT?

By analyzing the individual engagement and evidence scores, we have categorized the digital intelligence of each firm into four areas.



Want to know how your firm has scored across each of our key criteria? Please reach out to [Mark Stephenson](#) to arrange a meeting.

ASSET MANAGERS RATINGS AND RANKING

● Determined
 ● Energetic
 ● Focused
 ● Lackluster

Living Ratings 2023 Ranking	Living Ratings 2022 Ranking	IPE 500 2023 Ranking	Firm name	Score / 1,300	%	Category
1 =	1	1	BlackRock	1061	81.62%	●
2 ↑	6	96	Aviva Investors	1026	78.92%	●
3 ↑	5	24	Schroders	1009	77.62%	●
4 =	4	19	Nuveen	1001	77.00%	●
5 ↑	7	88	Janus Henderson	992	76.31%	●
6 ↓	2	4	State Street Global Advisors	988	76.00%	●
7 ↑	13	7	Capital Group	954	73.38%	●
8 ↑	23	39	AllianceBernstein	949	73.00%	●
9 ↑	10	17	Wellington Management	942	72.46%	●
10 —	N/A	128	American Century Investments	924	71.08%	●
11 ↑	12	90	Russell Investments	920	70.77%	●
12 ↑	19	2	Vanguard	913	70.23%	●
13 ↑	25	43	Columbia Threadneedle Investments	907	69.77%	●
14 —	N/A	137	Robeco	902	69.38%	●
15 ↓	14	26	DWS Group	899	69.15%	●
16 ↓	8	9	PIMCO	896	68.92%	●
17 ↑	21	13	Franklin Templeton	866	66.62%	●
18 ↓	15	21	Northern Trust Asset Management	865	66.54%	●
19 ↓	3	56	abrdn	857	65.92%	●
20 ↓	16	48	MFS Investment Management	856	65.85%	●
21 ↑	22	59	Neuberger Berman	851	65.46%	●
22 ↑	43	20	UBS Asset Management	849	65.31%	●
23 ↓	18	5	J.P. Morgan Asset Management	847	65.15%	●
24 ↓	20	66	SEI Investments	846	65.08%	●
25 ↓	11	50	Allianz Global Investors	845	65.00%	●
26 ↑	28	12	Invesco	844	64.92%	●
27 ↑	37	109	Pictet Asset Management	836	64.31%	●
28 ↑	40	107	Vontobel	830	63.85%	●
29 ↓	17	38	New York Life Investments	823	63.31%	●
30 ↑	49	82	Voya Investment Management	790	60.77%	●
31 ↑	70	73	M&G Investments	789	60.69%	●
32 ↓	26	33	Federated Hermes	783	60.23%	●
33 ↓	31	30	Charles Schwab Investment Management	780	60.00%	●
34 ↑	83	25	AXA Investment Managers	776	59.69%	●
35 ↓	27	95	Baillie Gifford & Co.	775	59.62%	●
36 ↑	38	78	Mercer	770	59.23%	●
37 —	N/A	123	TCW Group	768	59.08%	●
38 ↑	71	15	Morgan Stanley Investment Management	764	58.77%	●
39 ↓	30	115	Lord, Abbett & Co	763	58.69%	●
40 ↓	36	6	Goldman Sachs Asset Management	762	58.62%	●
41 ↑	46	41	Manulife Investment Management	761	58.54%	●
42 ↑	60	28	Insight Investment	760	58.46%	●
43 ↑	61	55	Allspring Global Investments	752	57.85%	●
44 ↓	35	72	Carlyle Group	747	57.46%	●
45 ↓	24	22	Blackstone	746	57.38%	●
46 ↑	63	65	Ostrum Asset Management	743	57.15%	●
47 ↑	57	76	Fidelity International	740	56.92%	●
48 ↓	44	70	RBC Global Asset Management	739	56.85%	●
49 ↓	48	16	T. Rowe Price	733	56.38%	●
50 ↓	33	44	Dimensional Fund Advisors	729	56.08%	●



Living Ratings 2023 Ranking	Living Ratings 2022 Ranking	IPE 500 2023 Ranking	Firm name	Score / 1,300	%	Category
51 ↑	53	84	PGIM Investments	728	56.00%	●
52 ↓	50	18	Natixis Investment Managers	727	55.92%	●
53 ↓	41	116	Eastspring Investments (Singapore)	726	55.85%	●
54 ↓	45	47	Apollo Global Management	725	55.77%	●
55 ↑	59	77	Ares Management	723	55.62%	●
56 ↓	47	93	Swiss Life Asset Managers	705	54.23%	●
57 ↓	56	10	BNY Mellon Investment Management	702	54.00%	●
58 —	N/A	136	Lazard Asset Management	701	53.92%	●
59 ↑	86	57	Union Investment	698	53.69%	●
60 ↓	42	60	TD Asset Management	697	53.62%	●
61 —	N/A	29	PGIM Fixed Income	696	53.54%	●
62 ↓	29	118	Guggenheim Investments	695	53.46%	●
63 ↓	32	37	Brookfield Asset Management	689	53.00%	●
64 —	N/A	117	Jackson National Asset Managemenet	687	52.85%	●
65 —	N/A	134	Anima SGR	686	52.77%	●
66 ↑	80	75	SLC Management	685	52.69%	●
67 ↓	52	8	Amundi	681	52.38%	●
68 ↓	62	3	Fidelity Investments	666	51.23%	●
69 ↓	65	83	Aegon Asset Management	665	51.15%	●
70 ↑	72	52	Kohlberg Kravis Roberts & Co.	660	50.77%	●
71 ↑	76	101	Nordea Asset Management	659	50.69%	●
72 ↓	64	68	Western Asset Management Co.	658	50.62%	●
73 ↑	78	40	HSBC Global Asset Management	653	50.23%	●
74 =	74	86	Caisse de dépôt et placement du Québec	650	50.00%	●
75 ↓	67	63	Eurizon Asset Management	645	49.62%	●
76 ↓	55	79	Barings	640	49.23%	●
77 ↓	69	81	Dodge & Cox	625	48.08%	●
78 ↓	68	42	MetLife Investment Management	618	47.54%	●
79 —	N/A	114	Swisscanto by Zürcher Kantonalbank	617	47.46%	●
80 —	N/A	129	Santander Asset Management	616	47.38%	●
81 ↑	90	49	Generali Investments	589	45.31%	●
82 ↓	73	51	Principal Asset Management	582	44.77%	●
83 ↓	39	34	BNP Paribas Asset Management	581	44.69%	●
84 ↓	81	46	APG Asset Management	565	43.46%	●
85 ↓	75	89	Loomis Sayles & Company	563	43.31%	●
86 ↓	34	11	Legal & General Investment Management	559	43.00%	●
87 ↑	88	35	Affiliated Managers Group	557	42.85%	●
88 ↓	66	45	Macquarie Asset Management	554	42.62%	●
89 ↓	84	69	Stifel	548	42.15%	●
90 ↓	85	32	MUFG Asset Management	519	39.92%	●
91 ↓	58	80	MEAG	515	39.62%	●
92 ↓	79	98	NISA Investment Advisors	514	39.54%	●
93 —	N/A	130	Mirae Asset Global Investments	494	38.00%	●
94 ↓	93	54	Nomura Asset Management Co.	483	37.15%	●
95 ↓	89	125	Nikko Asset Management Co.	479	36.85%	●
96 ↓	92	27	Sumitomo Mitsui Trust Asset Management	441	33.92%	●
97 ↓	82	108	PGGM	418	32.15%	●
98 ↓	91	23	Geode Capital Management	403	31.00%	●
99 —	N/A	132	KBC Asset Management	402	30.92%	●
100 ↓	96	104	Nissay Asset Management	303	23.31%	●

Note: Mellon and Dreyfus Cash Investment Strategies have been excluded from our analysis as BNY Mellon Investment Management was rated instead. Generali Insurance Asset Management was also excluded as Generali Investments was rated instead. NYL Investors was excluded as New York Life Investments was rated instead. Credit Suisse Asset Management was removed due to the UBS acquisition, NN Investment Partners was excluded due to the Goldman Sachs Asset Management acquisition.

A further 26 firms were excluded due to no website presence or site not secure.

FOLLOW #1 LEADERS

Engagement and evidence: The leaders

Asset managers that take a determined approach to digital engagement have a relentless client focus. Their successful formula balances two key elements:

ENGAGEMENT

Determined asset managers recognize the potential of useful digital functionality backed by a client-focused channel strategy. They can then create appealing and relevant content in a variety of media, including graphics, audio, animation and video that captivates, informs and motivates the target audience.

EVIDENCE

Determined asset managers promote a clear purpose. They offer the user informative, brand-driven messaging, relevant subject matter and the kind of insight that shows a deep understanding of client issues and interests. This demonstrates the ability to help clients succeed.

ENGAGEMENT

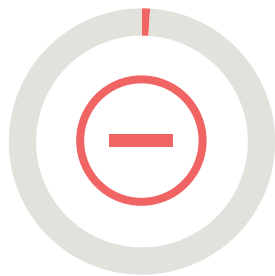
	Firm name	Engagement score (%)
1	American Century Investments	82.92%
2	State Street Global Advisors	82.77%
3	Vanguard	81.23%
4	Franklin Templeton	78.62%
5	UBS Asset Management	78.31%
6=	BlackRock	77.85%
6=	Nuveen	77.85%
8	Aviva Investors	77.08%
9	Capital Group	76.77%
10	Manulife Investment Management	74.77%
11	Russell Investments	73.85%
12	Wellington Management	72.62%
13	Allianz Global Investors	72.31%
14	Schroders	72.15%
15	Robeco	71.85%
16	Morgan Stanley Investment Management	71.38%
17=	Janus Henderson	71.08%
17=	Columbia Threadneedle Investments	71.08%
19	SEI Investments	70.92%
20	Invesco	70.62%

EVIDENCE

	Firm name	Evidence score (%)
1	BlackRock	85.38%
2	Schroders	83.08%
3	Janus Henderson	81.54%
4	Aviva Investors	80.77%
5	AllianceBernstein	77.69%
6	DWS Group	76.92%
7	Nuveen	76.15%
8=	Wellington Management	72.31%
8=	Pictet Asset Management	72.31%
10	Neuberger Berman	70.77%
11	Capital Group	70.00%
12	State Street Global Advisors	69.23%
13	Columbia Threadneedle Investments	68.46%
14=	Russell Investments	67.69%
14=	PIMCO	67.69%
16	Robeco	66.92%
17=	MFS Investment Management	64.62%
17=	Ostrum Asset Management	64.62%
19=	Northern Trust Asset Management	63.85%
19=	abrdn	63.85%

THE NUMBERS THAT DEFINE ASSET MANAGERS: ENGAGEMENT

1%



of asset managers utilize **Chatbots**.
2022: N/A

67%



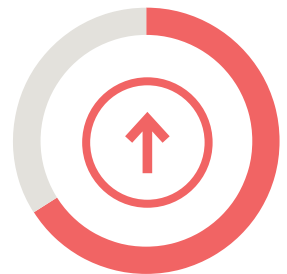
use **marketing automation**.
2022: 65%

24%



of websites have a **data-driven online tool**.
2022: 21%

66%



of asset manager websites **provide strong information architecture (IA)**.
2022: 61%

31%



of websites have **intuitive user experience**.
2022: 29%

56%



of websites have **consistent related content**.
2022: 41%

“Introducing the Ecograder score provides a benchmark for this year which measures carbon emissions of websites plus page weight and UX design.”

10%



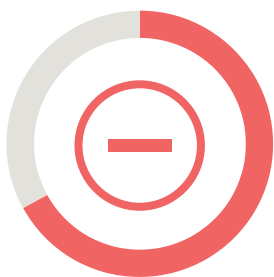
have the highest quality search functionality & results.
2022: 11%

83%



SEO Score.
2022: 81%

67%



Ecograder score.
2022: N/A

40%



of asset managers are fully optimizing LinkedIn.
2022: 34%

34%



have a quality active Instagram channel.
2022: 19%

72%



have an active X (formerly Twitter) channel.
2022: 65%

THE NUMBERS THAT DEFINE ASSET MANAGERS: EVIDENCE

63%



of asset managers state their **brand positioning** upfront on their website home page.
2022: 58%

55%



of firms have **brand values** on their website.
2022: 53%

38%



of sites have a **distinctive visual language**.
2022: 43%

17%



provide **quality fund and strategy** pages.
2022: 23%

11%



of asset managers provide **case studies** on their websites.
2022: 15%

27%



have an **advisor education area & content**.
2022: 27%

"Creating a distinctive visual language that enables authentic storytelling is proving challenging for asset managers with only 38% of websites having a distinctive visual language."

9%



of websites have **high quality fund manager profiles**.
2022: 23%

69%



of firms have **people content on LinkedIn**.
2022: 16%

50%



of firm's **CEOs are active on LinkedIn**.
2022: 31%

27%



of websites deliver **content in blogs**.
2022: 23%

40%



of websites use **video to deliver content**.
2022: 42%

56%



of websites use **audio to deliver content**.
2022: 53%

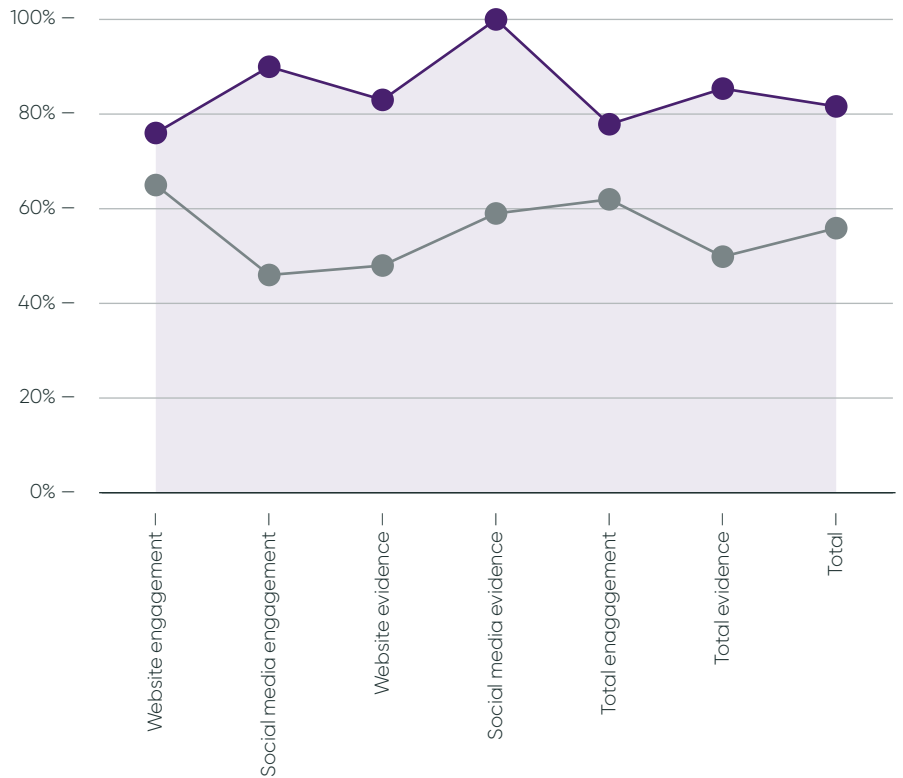
1ST BlackRock

blackrock.com



- BlackRock
- Sector average

Classification:
▶ Determined



Once again BlackRock tops our Ratings and is the only firm in the Top 100 to score above 80%. Their brand, visual identity and storytelling across their digital channels is impressive. With a clear content strategy together with strong brand positioning and distinctive visual language (color, typography, iconography and imagery) the website is exceptionally intuitive to navigate.

With a plethora of resources, insights and tools, the Advisor Center contains dedicated content that supports, educates and informs advisors. The Practice area contains Continuing Education courses, client conversation materials and access to the BlackRock Business Consulting team. The Insights area has the latest thinking from the BlackRock Investment Institute and other focused content such as the monthly Advisor Outlook.

Aside from advisor-centric content, the corporate site evidences their ESG and sustainability credentials, DE&I content and their stated brand principles. Scoring a perfect 100% for social media evidence, they illustrate how to utilize all social channels perfectly. A very well-deserved first place!

Images © BlackRock

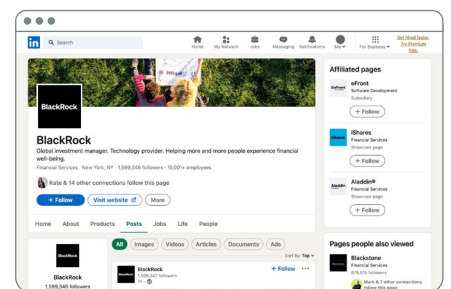
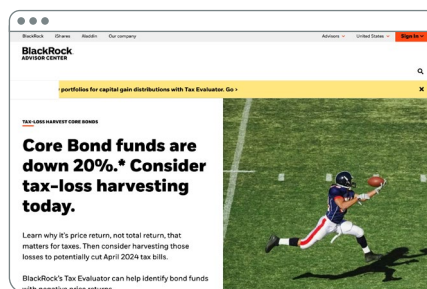
Key features

Engagement:

- ▶ Market-leading user experience across the website
- ▶ Plethora of online tools keep intermediaries engaged
- ▶ Intuitive user experienced aimed at the advisor
- ▶ Exceptional use of social media channels.

Evidence:

- ▶ Brand positioning up front – clear about who they are, what they do, and why they matter
- ▶ Website content is enhanced by strong visual identity system
- ▶ Delivers useful and more relevant educational content for intermediaries
- ▶ Cohesive social media strategy evident.



2ND

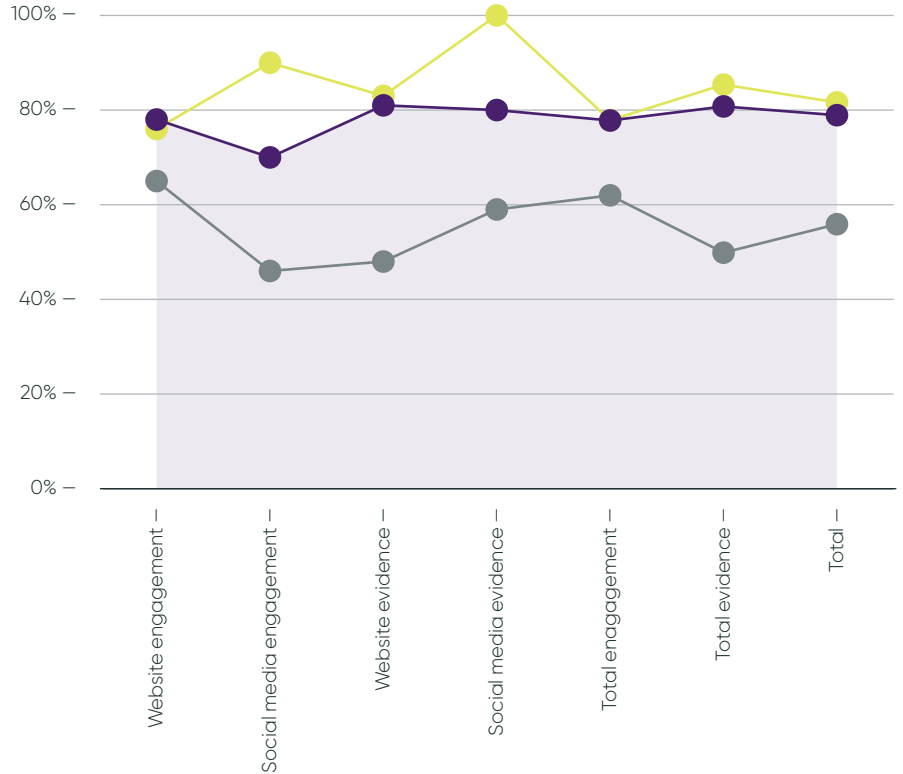
Aviva Investors

avivainvestors.com



- Aviva Investors
- Sector leader
- Sector average

Classification:
▶ Determined



With a very striking and proprietary brand that is present from the home page all the way through the site and across all digital channels, Aviva Investors demonstrates how to leverage your brand assets.

One of the few asset managers that sees value in data visualization and infographics, the Views section houses a broad variety of thinking, in audio and visual formats as well as their award-winning AIQ publications on big themes. The Little Book of Data presents original and curated visuals, charts and graphics to illustrate key developments in economies and markets.

The home page allows quick access to thought leadership, investment capabilities, company news and culture content that includes clearly stating their brand values. There are CTAs and related content across the site, so the user journey never ends.

Propelled by exceptional content across all digital channels and a highly differentiated digital brand, Aviva Investors is a worthy newcomer to the top three.

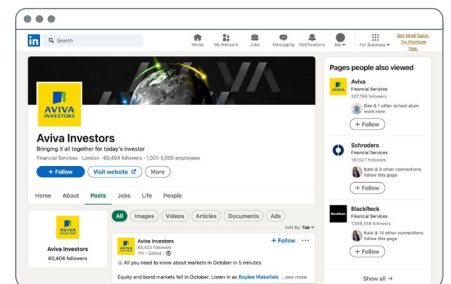
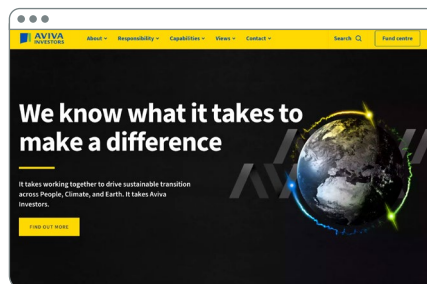
Key features

Engagement:

- ▶ Excellent user experience and information architecture
- ▶ Use of content hubs for a myriad of insights content
- ▶ Scored 100% for web accessibility
- ▶ Distinctive signposting and navigation to capabilities and strategies in focus.

Evidence:

- ▶ Strong, proprietary visual language
- ▶ Brand positioning supported by brand values
- ▶ Award-winning data visualization in The Little Book of Data
- ▶ Comprehensive ESG content and resources.



Images ©Aviva Investors

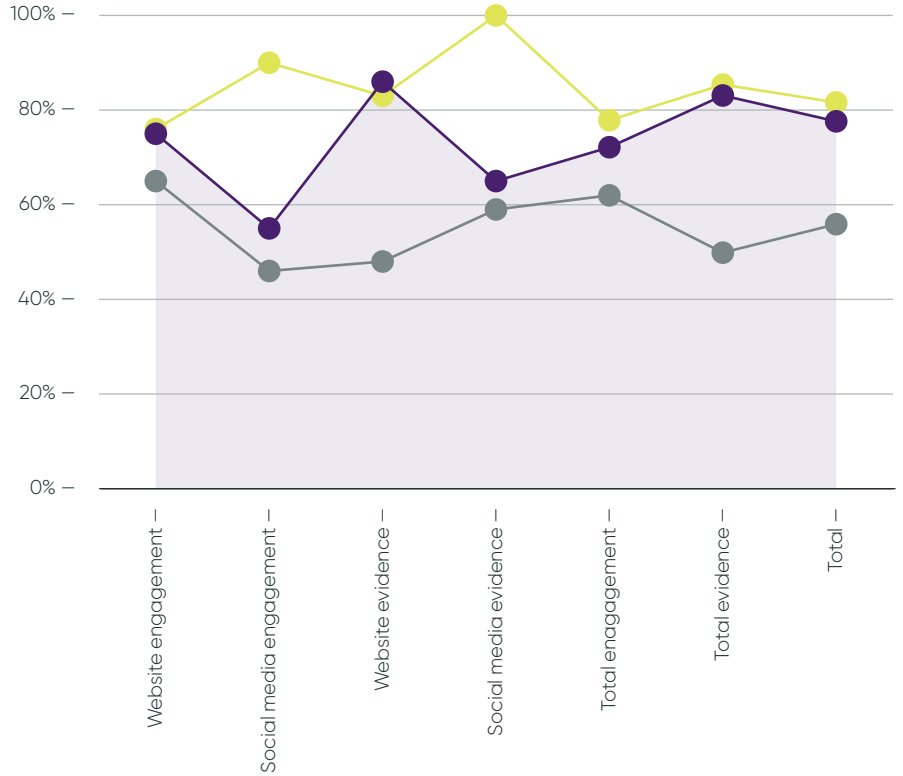
3RD Schrodgers

schrodgers.com



- Schrodgers
- Sector leader
- Sector average

Classification:
▶ Determined



As Living Ratings most consistent performer (in the Top 5 since 2014), once again Schrodgers reconfirms its place as one of the leaders in the sector.

With an intuitive user experience and great use of persistent navigation tools on the fund pages, the website tells a consistent brand story. Empowering their people and wider society, the message is clear across multiple sections of the site.

However, it's the content that propels them toward the top, scoring 86% in website evidence. With a multimedia section in the insights area where one can 'watch and listen,' access the Investor Download podcast or download the SchrodgersLens app, containing the latest insights, this is truly an exceptional example of interactive content. Users can also choose to consume insights in a variety of formats: in focus, perspective, snapshot and foresight, all with designated reading times.

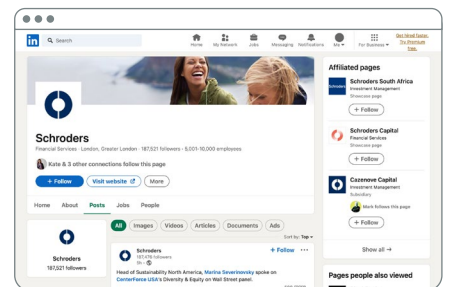
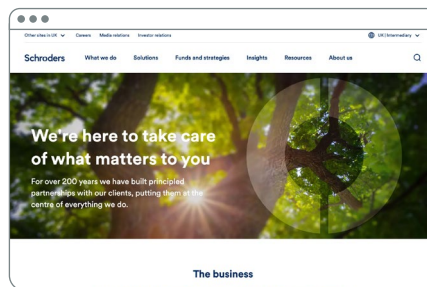
Key features

Engagement:

- ▶ Intuitive user experience for multiple user profiles
- ▶ Excellent functionality and tools on the fund pages
- ▶ Scored 100% for SEO
- ▶ Navigate by capabilities, solutions or funds and strategies.

Evidence:

- ▶ Market leading infographics and survey data
- ▶ Multiple, engaging and interactive content in insights
- ▶ Evidencing their values through the People & Culture section
- ▶ Comprehensive ESG content and resources.



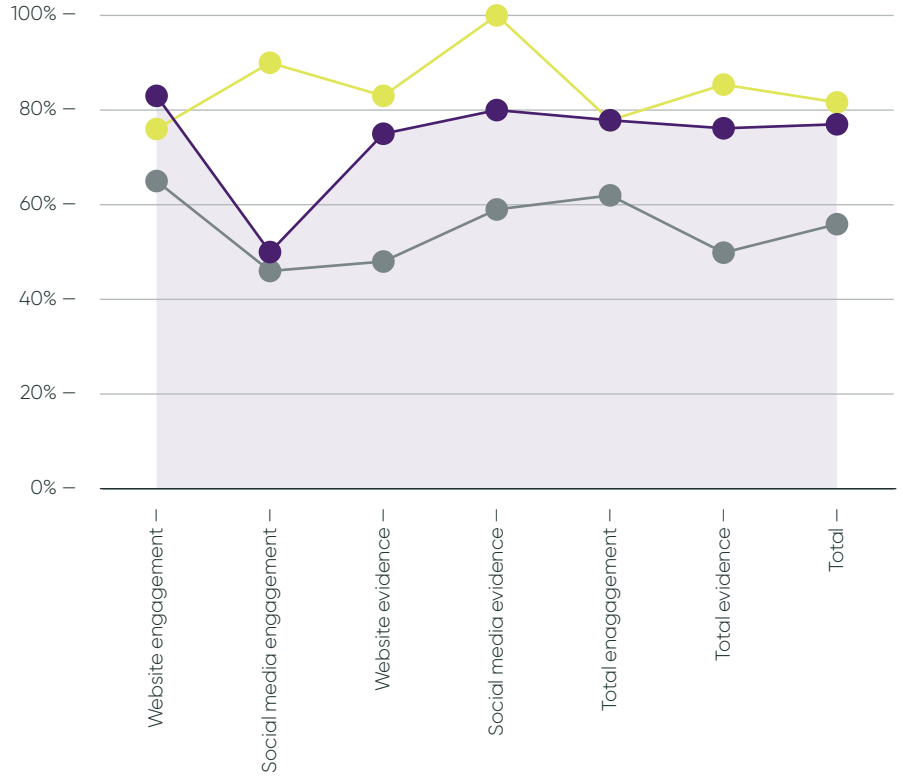
4TH Nuveen

nuveen.com



- Nuveen
- Sector leader
- Sector average

Classification:
▶ Determined



Holding their position in the Top 5, Nuveen’s site continues to portray a distinct visual brand together with engaging content.

The main navigation is probably the most succinct you will find on an asset manager’s website, with just three main items, proving that this can provide a user journey that is both intuitive and a pleasure.

As noted last year, the site evidences personalization with “your recently viewed products,” which highlights funds you’ve browsed and is the only fund manager to deploy a Chatbot on the contact us page.

The majority of the fund pages contain related content and profile the fund manager. In fact, people are surfaced across the website, presenting a very human face of Nuveen.

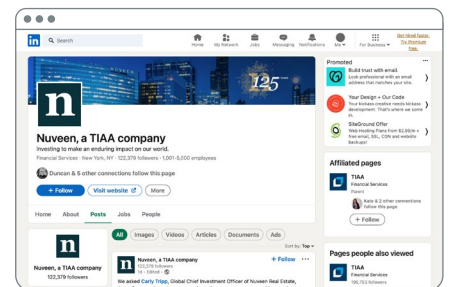
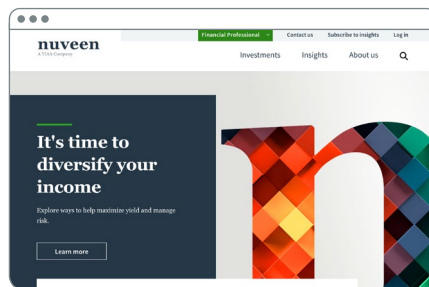
Key features

Engagement

- ▶ Sector-leading online tools
- ▶ Streamlined, concise navigation
- ▶ Carefully curated social media channels
- ▶ Excellent user experience.

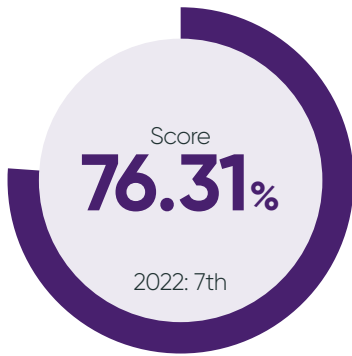
Evidence

- ▶ Brand values and people are featured, not hidden
- ▶ Use of video in select partner profiles
- ▶ Robust careers page
- ▶ Diverse and easily accessible thought leadership.



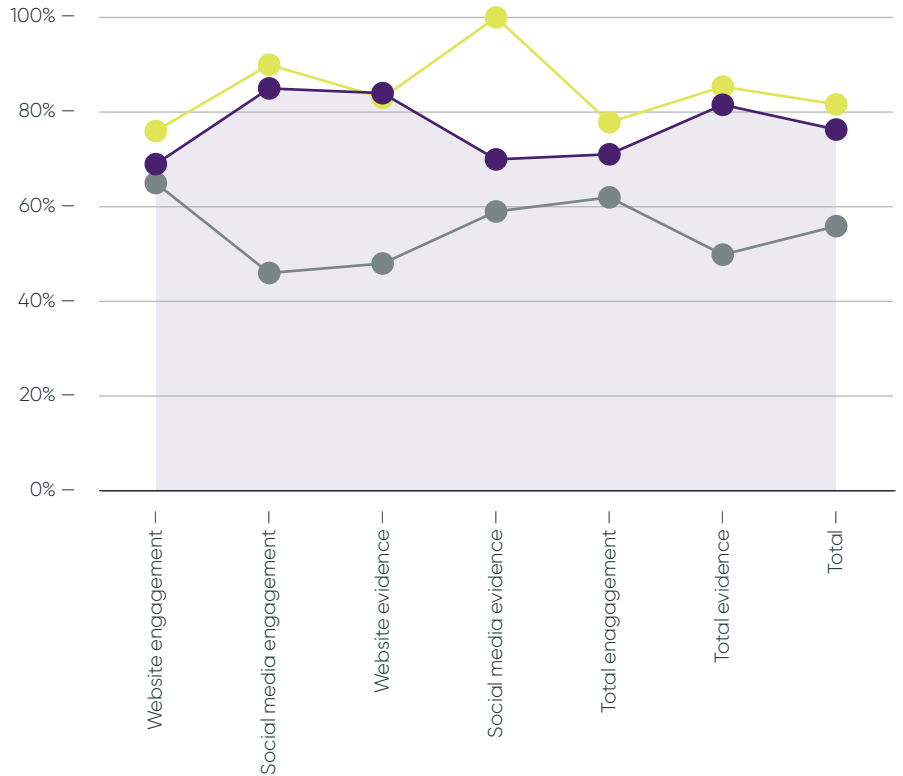
5TH Janus Henderson

janushenderson.com



- Janus Henderson
- Sector leader
- Sector average

Classification:
▶ Determined



Climbing up the Ratings this year, Janus Henderson provides an inspired, content-rich digital experience, which starts with the all-encompassing home page.

From here, you can access so many areas and a myriad of content: feature funds, capabilities and insights with trending topics. The latest view showed that ESG, inflation and volatility were the three most popular topics for which users searched.

The insights section presents the user with a great selection of filters to navigate to their required content and the dropdown sub-menu provides you with the choice of webcasts, podcasts, 'Features and outlooks' and 'Timely and topical'... and more.

One of the few asset managers to have a section dedicated to their people and teams, where you can access individual biographies, related funds and articles, where relevant.

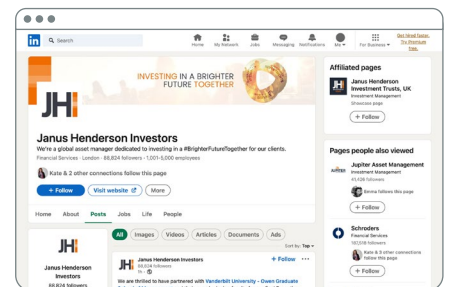
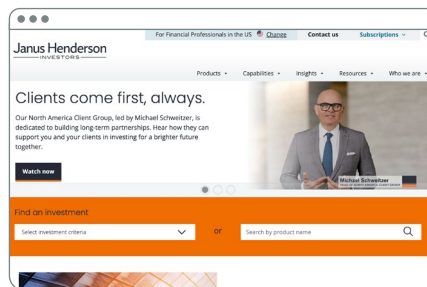
Key features

Engagement

- ▶ Home page provides quick access to key sections
- ▶ Funds in focus also featured on the home page
- ▶ Fund pages often contain educational or fund manager video and related insights.

Evidence

- ▶ Insights are well-structured with key takeaways highlights and often multi-media, such as audio, embedded
- ▶ Commitment to clients section with values clearly stated
- ▶ Excellent ESG and DE&I content together with a developed Employee Value Proposition.



6TH

State Street Global Advisors

ssga.com



Classification:

▶ Focused

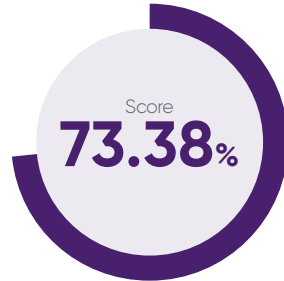
Key features

- ▶ Distinctive visual identity, good use of typography and vibrant colors
- ▶ Brand purpose and mission stated on home page
- ▶ Excellent search returning pictorial results
- ▶ Concise and focused content in "Featured Insights"

7TH

Capital Group

capitalgroup.com



Classification:

▶ Determined

Key features

- ▶ Advisor-focused content through PracticeLab area
- ▶ Variety of content types in Capital Ideas
- ▶ Client-focused online tools
- ▶ Active on all social media channels

8TH

AllianceBernstein

alliancebernstein.com



Classification:

▶ Energetic

Key features

- ▶ Very strong social media presence and content
- ▶ Comprehensive advisor content through the Advisor Institute
- ▶ Innovative brand framework, distinctive use of typography
- ▶ Insights area that enables user to filter by content type, topic and asset class

9TH

Wellington Management

wellington.com



Classification:

▶ Determined

Key features

- ▶ Exceptional people profiling through "unique perspectives" series
- ▶ Meet the managers series demonstrating their culture and personality
- ▶ Accessible thought leadership by format (quick takes, articles, videos and podcasts)
- ▶ Transparent DE&I report stating pillars, metrics and stats

10TH

American Century Investments

americancentury.com



Classification:

▶ Focused

Key features

- ▶ Unique and strong brand position, with values and evidence to support
- ▶ Thoughtful advisor content featuring "client objectives and conversations"
- ▶ Broad use of all social media channels
- ▶ Featured funds pages contain "getting to know" fund manager video

Want to know how your firm has scored across each of our key criteria?

Please reach out to Mark Stephenson to arrange a meeting.



PREDICTIONS

FOR ASSET MANAGEMENT MARKETING

As we peer into the future, it's evident that a technological revolution will shape how people engage with asset managers, make investment decisions and interact with the financial landscape. Here's a speculative glimpse into what the future might hold.



1. Advanced AI and data analytics

AI will play an even more central role in asset management, powering sophisticated algorithms for portfolio management, risk assessment and investment strategies. AI-driven predictive analytics will enable asset managers to anticipate market trends and investor behavior with greater accuracy.



2. Hyper-personalization

Personalization will reach new heights, with AI-driven platforms offering tailored investment solutions based on not just financial data but also personal preferences, life events and values. Investors will experience truly customized portfolios aligned with their life journeys.



3. Seamless digital interactions

Engaging with asset managers will be a seamless digital experience. AI-powered chatbots and virtual assistants will provide instant, intelligent responses to investor queries, while video conferencing and virtual reality will offer face-to-face consultations regardless of physical location.



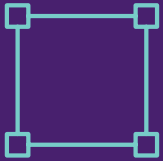
4. Websites as knowledge hubs

Websites will remain essential, but their purpose will evolve. Asset managers' websites will serve as comprehensive knowledge hubs, offering educational content, real-time market insights and interactive tools for investors to explore investment options and track performance.



5. Social Media Influence

Social media's role in asset management will expand. While fund buying decisions may not solely be made through social media, these platforms will play a critical role in disseminating information, fostering discussions and building communities of like-minded investors.



6. Blockchain & Tokenization

Blockchain technology will streamline processes like fund transfers, enhancing transparency, security and efficiency. Tokenization will enable fractional ownership of assets, democratizing access to previously exclusive investment opportunities.



7. Sustainable investing dominance

Sustainable and impact investing will become the norm rather than the exception. Investors will demand greater transparency about environmental, social and governance (ESG) factors, driving asset managers to integrate sustainable practices into their strategies.



8. Hybrid human-AI interactions

Human advisors will continue to play a vital role, focusing on complex financial planning, emotional support and relationship building. The synergy between AI-driven insights and human expertise will create a holistic advisory experience.



9. RegTech

RegTech solutions will streamline compliance processes, ensuring asset managers adhere to evolving regulations. AI-powered compliance checks will minimize risks and enhance the transparency of investment strategies.



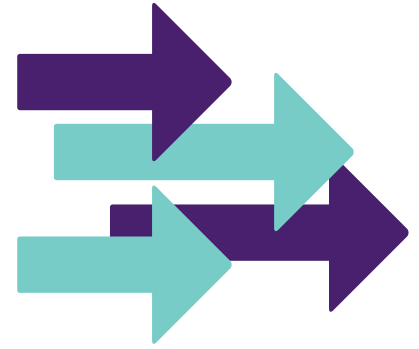
10. Cross-generational inclusion

The industry will cater to different generations, from tech-savvy millennials to retirees seeking stable income. Investment platforms will offer a diverse range of products and services to meet the varying needs and preferences of investors.

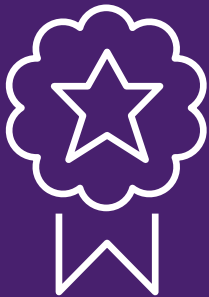
Conclusion:

**Technology will drive efficiencies and insights.
Human expertise and emotional connections will remain essential.**

OPPORTUNITIES TO LEAD

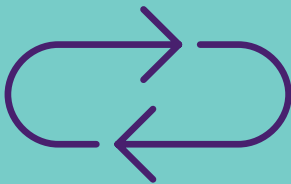


Here are three of the key opportunities that will help you achieve greater brand and digital intelligence.



1. Embrace authenticity

Define what makes your firm unique. Your brand, positioning and your story. Be true to who you are and differentiate yourself through storytelling.



2. Embrace change

Technology is advancing at lightning speed, but is your digital presence keeping up? Embrace the opportunities that AI and other technologies present.



3. Embrace humanity

People still buy people and there will always be the case for human interaction and humanity, despite the evolution of technology.

KEEPING SCORE

Would you like a more detailed analysis of your firm? Do you feel you could benefit from a new brand and website, relevant content or a more effective social media strategy? If so, we'd love to hear from you.

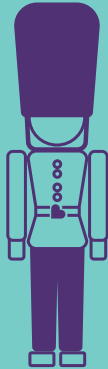
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