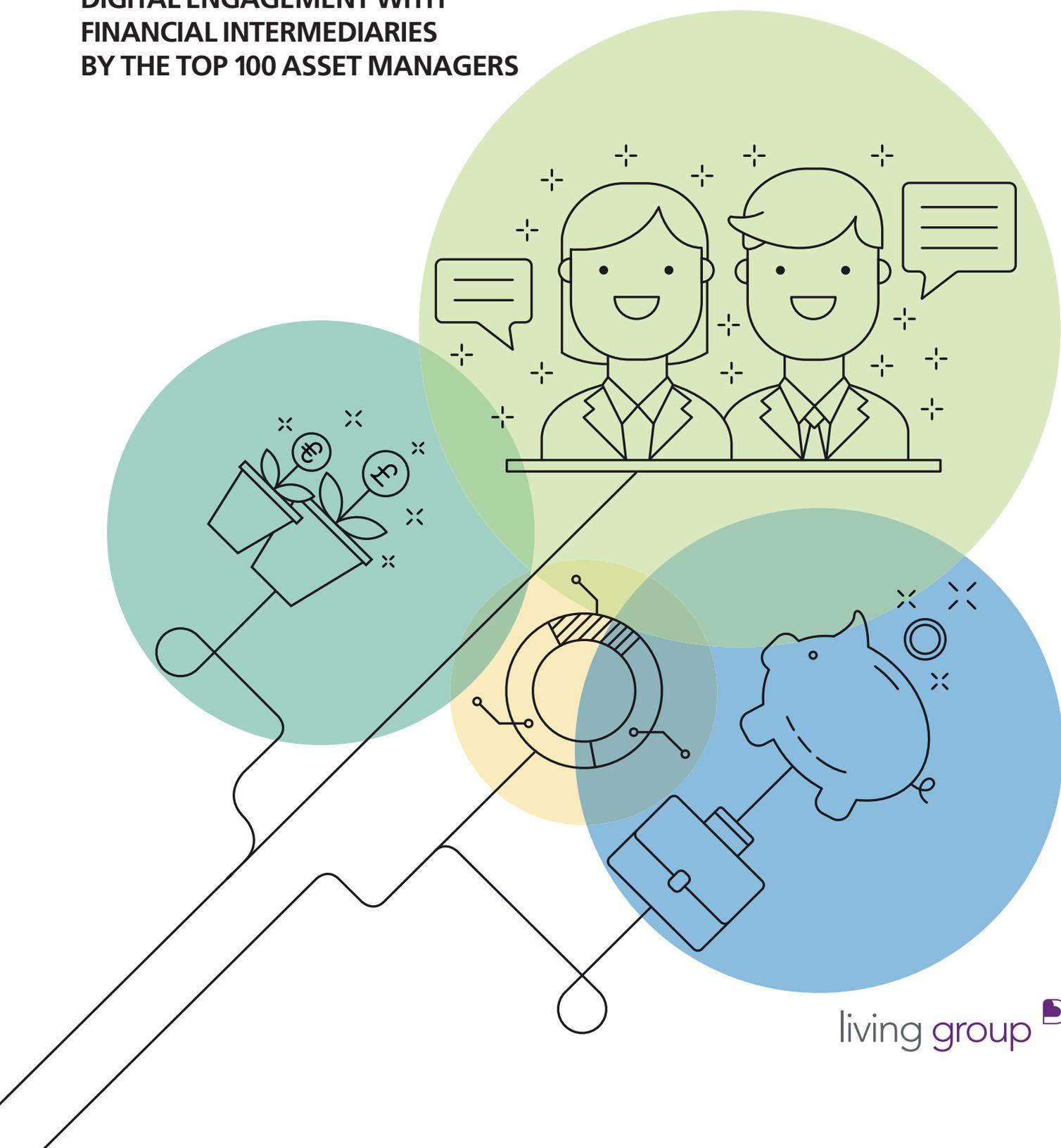

Living Ratings



of Digital Intelligence

DIGITAL ENGAGEMENT WITH
FINANCIAL INTERMEDIARIES
BY THE TOP 100 ASSET MANAGERS



Contents

Section

01



Putting your content at the fingertips of your audience

The heritage of some financial institutions means that many are still playing catch-up when it comes to the world of digital.

Page 4.

02



Should digital & social media engagement matter?

Firms that invest in a determined approach to digital and social media engagement create success.

Page 6.

03

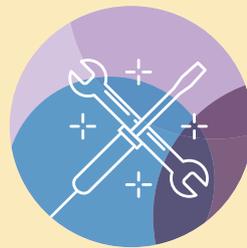


The importance of determined digital engagement

Without strong branding, firms are in danger of becoming commodities, selected purely on price. After all, if one firm's has the same skills as another, why pay more?

Page 8.

04



How do Living Ratings work?

Who did we review, what did we look at, and how did we do it.

Page 10.

05



It's not how you say it, but what you say

How do audiences react to asset managers attempts at engagement. What sentiment do they exhibit in response to content, messaging and brand?

Page 11.

“As a key target audience for asset managers, we reviewed digital engagement from the financial intermediaries’ perspective, putting ourselves in their shoes as we navigated through asset managers’ websites and their social media channels. Our findings reveal that only 8% are providing exceptional and very specific content, demonstrating that only a handful of asset managers are really thinking of their financial intermediaries.”

But why does it matter?

“It matters because by helping the financial intermediaries, and in turn their clients, asset managers are aiding investment decisions, easing the selection process and building trust. In these turbulent times, asset managers should not alienate their audiences or give them a reason not to invest. Personalised and carefully considered digital content is crucial.

Over the following pages of our report, we investigate how the industry as a whole is performing when it comes to digital engagement, analysing who’s doing it well and why.”

Kate Shaw, CEO, Living Group

06



What did we discover?

Leading asset management firms lack determination in digital and social media engagement.

Page 12.

07



Building determined digital engagement

Many of the firms in our ratings pay lip service to being client-centric. How many times have we seen a firm make the claim: ‘Putting our clients first’ and then writing incessantly about themselves.

Page 15.

08



Who are the most determined digitally engaged firms?

Our Top 20 listings of the most determined digitally engaged firms and how firms rated in terms of functionality and evidence.

Page 16.

09

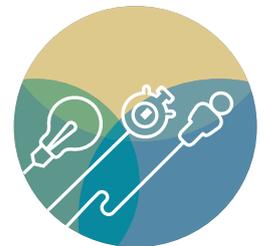


Are you determined?

We grouped the IPE Top 100 firms according to the average percentage they achieved in our analysis of function and evidence. We defined four types of firm: the determined, the energetic, the focused and the lacklustre.

Page 18.

10



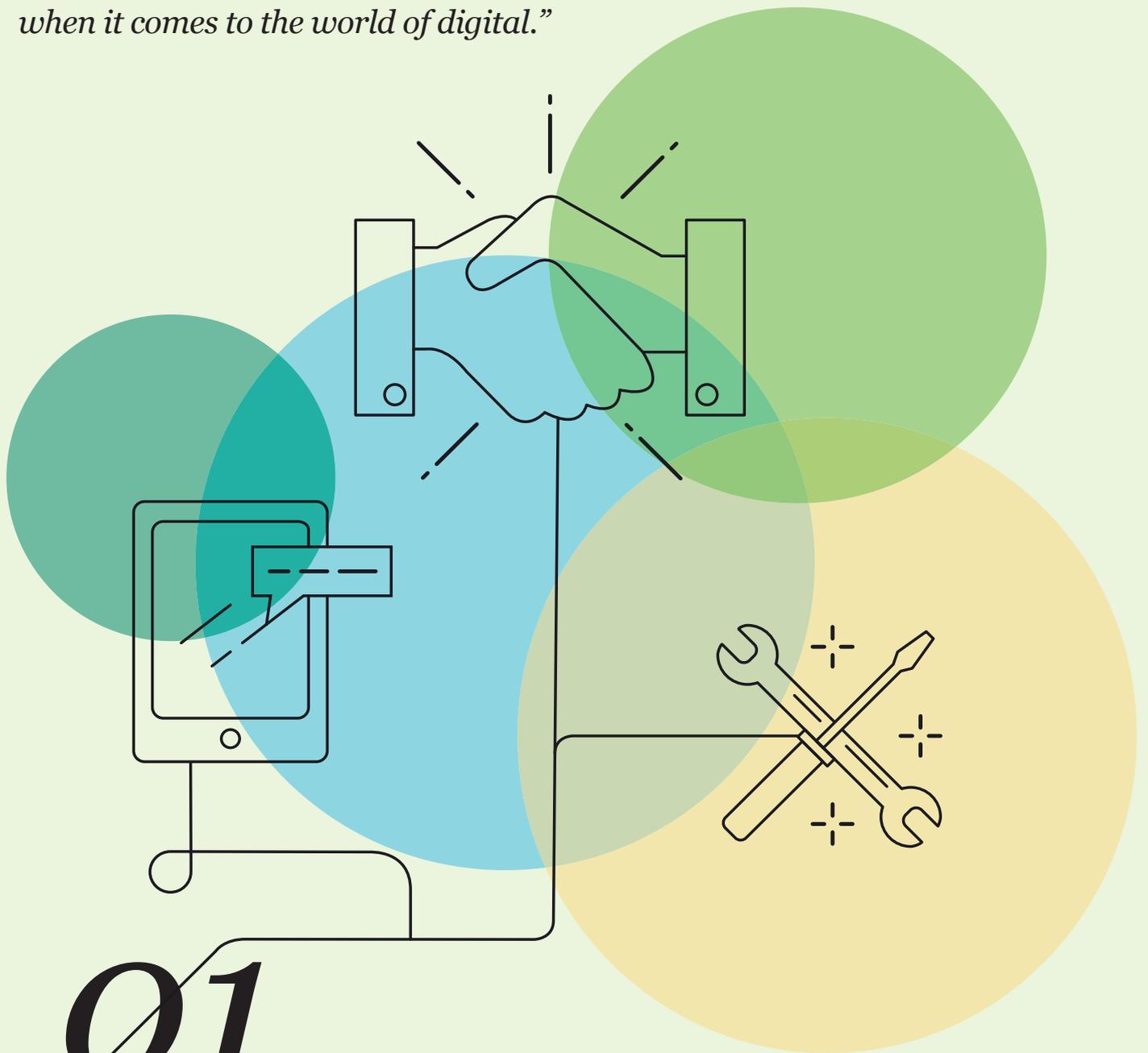
The top 10 most determined firms

A more in-depth look at the firms that made our Top 10.

Page 20.

Putting your content at the fingertips of your audience

“The heritage of some financial institutions means that many are still playing catch-up when it comes to the world of digital.”



01

The asset management sector is experiencing digital disruption like never before.

In this edition of Living Ratings we have taken an in-depth look at how firms are engaging with financial intermediaries online and have analysed the different types of content and messaging specifically tailored for this audience. We posed the question – are they providing what they need?

In a volatile market, as we are experiencing at the moment, firms need to do everything they can to earn trust from investors, who want to be reassured that firms are looking after their investments and from financial intermediaries who are acting on their behalf.

The ease of access to information, research, data and analysis that digital provides means that investors have everything at their fingertips to decide which firms to do business with – firms need to invest in developing quality content that meets the decision-making information needs of each audience and ensure that they maintain a client-centric style of communications that engages and encourages a trusting relationship.

Firms also need to be fleet-of-foot – the mobility of audiences continues to grow, in the UK alone there are now more actively used mobile-devices in circulation than total population.

In a world where our lifestyles are increasingly being managed online, the same can be said for the management of our investments.

And yet only 32% of wealth and asset management firms offer a fully responsive website.

These two key digital trends are forecast to increase in importance, yet so few firms are really taking them seriously.

Marketers have a lot to do. Audiences want content, data, and communications in a quick, real-time, manner using channels and devices that suits their lifestyles. Asset managers need to package it all in a manner that differentiates them from their competitors, helps them stand-out in a crowded marketplace, and enables them to engage with investors and, importantly, drive revenue generation.

The assurgency of robo-advisors, fund aggregators and alternative investment models are all changing the face of the sector. Investors are getting younger and, whilst they don't have the same financial capital to invest as their 'baby boomer' seniors, they are much more adept to making investment decisions themselves through careful research and self-education enabled by technology.

As a whole, investors are increasingly more technology-aware, digitally-minded and progressive than previous generations.



IPE Top 10 asset management firms

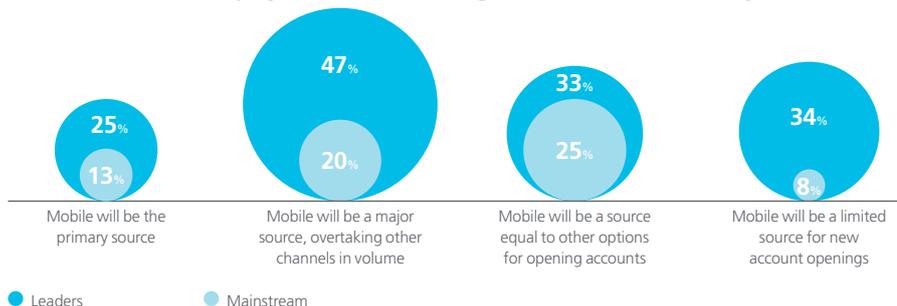
- 1 BlackRock
- 2 Vanguard Asset Management
- 3 State Street Global Advisors
- 4 Fidelity Investments
- 5 BNY Mellon Invest. Management
- 6 J.P. Morgan Asset Management
- 7 Capital Group
- 8 PIMCO
- 9 PGIM
- 10 Amundi France

Asset manager marketers need to remain agile in the approach and respond to the demands around transparency and immediacy that digital delivers.

Living Ratings uncovers some interesting, and at times alarming, trends in how asset managers are addressing digital transformation. The overarching question they raise, however, is:

What are asset management marketers doing to understand their audiences/ channels so that they can deliver exactly what investors want, where they want it, and when?

What role will mobile play in new account origination in the next three years?



Source: eConsultancy, "Steering the digital shift: The biggest challenges facing financial companies", 11 May 2016

Firms that invest in a determined approach to digital and social media engagement create success.

02

Should digital & social media engagement matter?

At Living we know that asset management firms who focus on creating effective digital and social media communications are far more likely to positively engage with their audiences.

However, evidence suggests that rather than engage with their financial intermediaries and intermediaries, and provide content that is of interest to them, a lot of firms are only interested in talking about themselves. Too little thought is given to what their audiences may actually want and where they want it.

Firms that lack a client-centric approach to their communications will not engage their audiences.

Firms that take a determined approach to digital have a laser-like client focus.

Their winning-formula combines two key elements:

Function – utilising the potential of digital functionality backed by a relevant channel strategy. They can then create appealing content on a variety of media, including stimulating graphics, audio, animation and video.

Evidence – providing a clear offer, informative 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.

Ultimately, firms that invest in a determined approach to digital and social media engagement create success. They do this by connecting with their audiences, encouraging conversation and inspiring belief, trust and buy-in.

How can Living Ratings help?

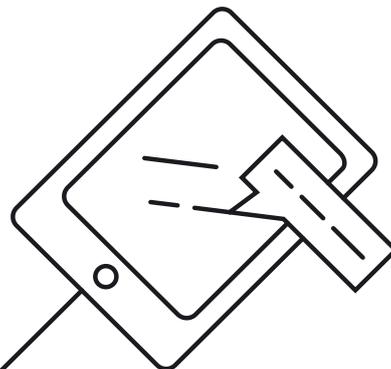
For over six years, we have researched and published in-depth analysis of how marketers in legal, financial and professional services firms use digital and social media to engage effectively with their audiences.

We want to give you the evidence and insight you need to formulate your own approach. Each ratings report provides a useful benchmark, comparing your activities with those of your peers and highlighting who is doing well and who isn't.

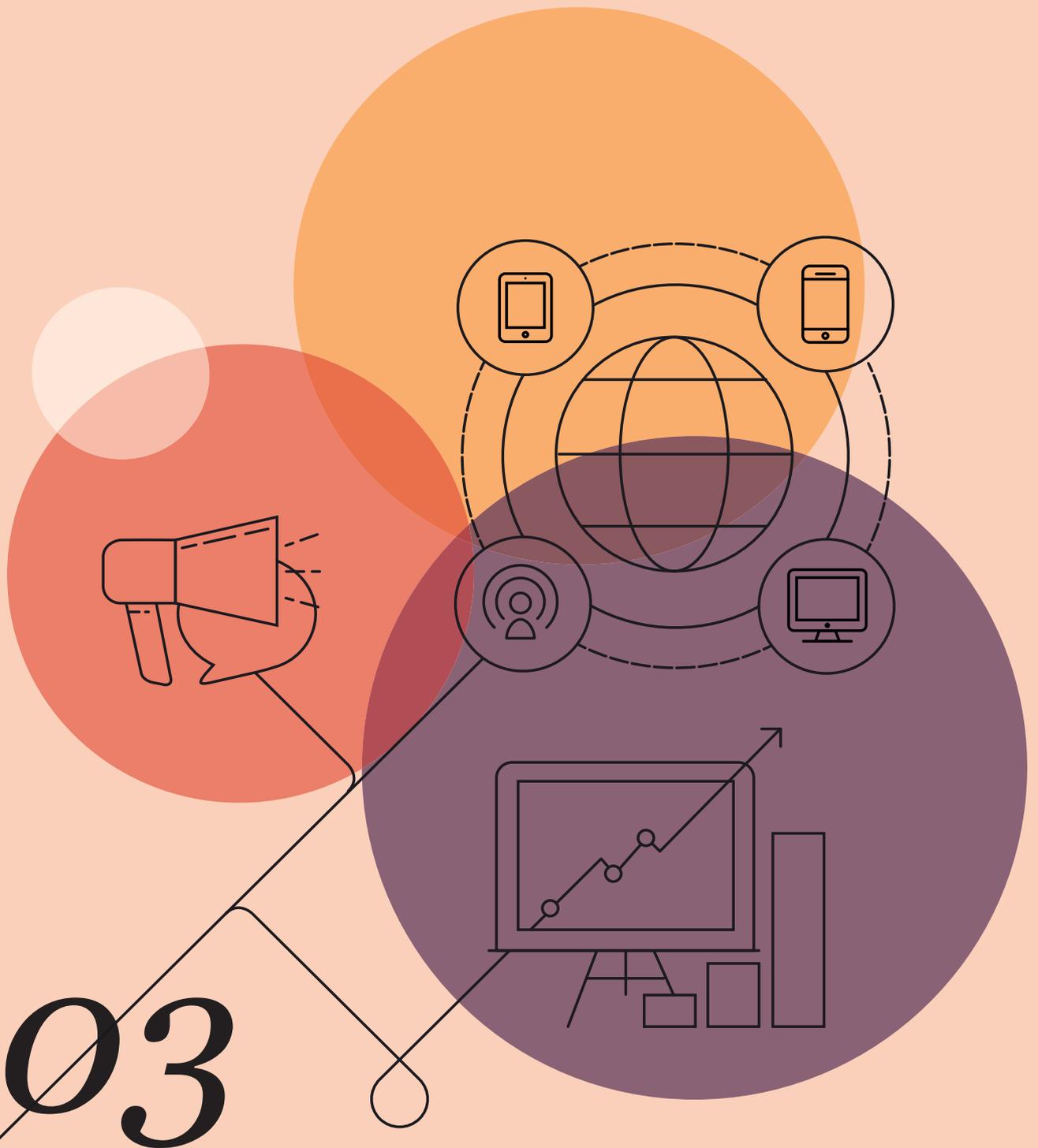
We have studied in depth the digital communications of the Top 100 global asset management firms and applied over 50 function and evidence criteria.

Our aim is to reveal:

Which firms have achieved a determined approach to digital engagement?



The importance of determined digital engagement



Without strong branding, firms are in danger of becoming commoditised, selected purely on price. After all, if one firm's portfolio managers have the same skills as another, why pay more?

Firms that practice determined digital engagement possess an aura that adds value, helping to attract new clients, retain existing ones and draw in the most talented employees.

The same is true for any corporate brand in any sector.

Determined Digital Engagement maximises audience interaction

The key to projecting and maintaining this aura is two-fold.

Consistently engaging and informing audiences with outstanding and substantive content. Firms that have determination are firms that communicate with purpose. They are experts at engaging their audiences and regularly provide evidence of the value they add.

Creating a two-way communications experience. They build meaningful and mutually fruitful relationships with people, using websites and social media channels to explain their services and the value they provide.

Why firms embracing determined digital engagement succeed

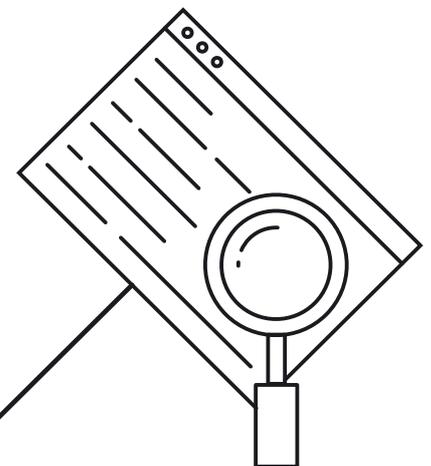
Our experience tells us that specific abilities are critical to asset management firms' future success. These include:

- Attracting and retaining the best talent
- Utilising fit-for-purpose technologies to support their business model
- Communicating effectively, both with the market and with clients

In this respect websites and social media have a key role to play in helping firms gain an edge. Asset management firms that fail to invest in fit-for-purpose digital communication face a long and potentially unwinnable game of catch-up.

“The move to an integrated digital ecosystem is not an option for investment banks—it is an imperative. The nature of each ecosystem will depend on the customers, capabilities and value proposition of each firm.”

Accenture Research, 2015.



How do Living Ratings work?

Who did we review?

Our study examines the IPE top 100 asset managers in 2015. We reviewed each one of them between January 2016 and May 2016.

This ratings report concentrates on the Top 20 firms based on our results. However, where we discuss sector averages, they are based on the full listing of 100 firms.

The 10 firms with the highest rankings are also celebrated with expanded case studies.

If your firm falls outside the Top 20, or you would like to discuss a firm that is outside the full IPE listing, please let us know.

What did we look at?

For each firm, we examined its publicly available digital footprint. We say public because, unfortunately, we don't have access to any private or subscription channels such as microsites, forums or user groups.

This report focuses on how firms engage with financial intermediaries and so when reviewing each digital channel and touchpoint, we put ourselves in the shoes of a financial intermediary, how relevant was the content and what journey did each firm take us on?

How we calculate our scores.

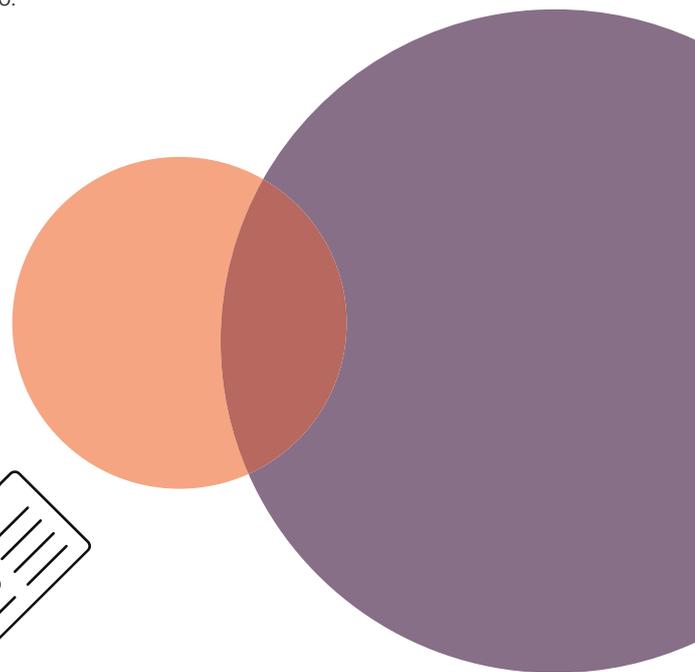
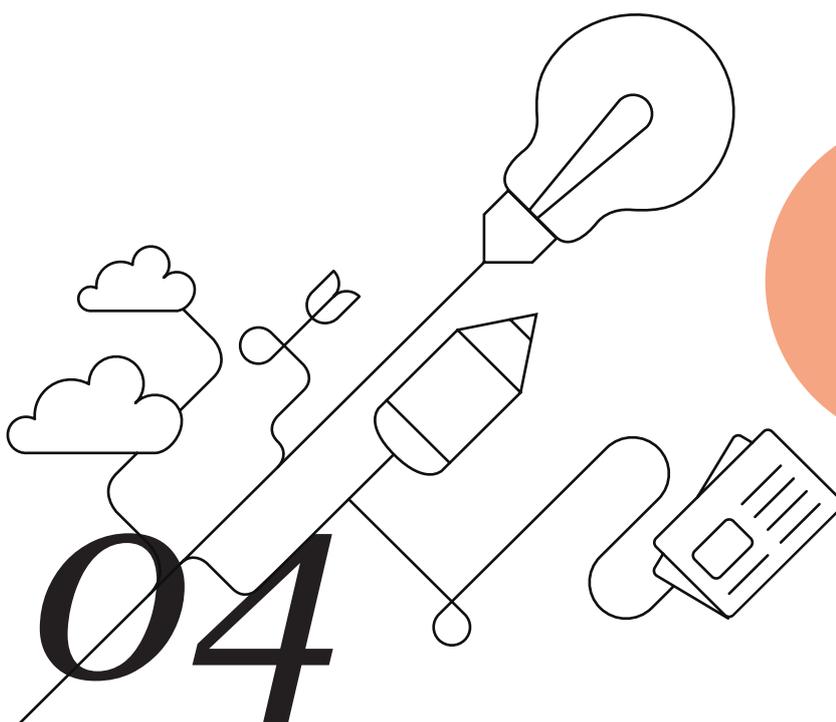
Each firm is allocated an overall percentage score. This is calculated by adding together equal scores for function and evidence.

The overall totals are used to determine our four types of digital presence – the lacklustre, the energetic, the focused, and the determined.

Percentage scores are used to define who makes it into our Top 20.

Determinedly engaged firms have a focus that is truly client-centric. Combining function and evidence, their core purpose is to help clients succeed. It drives everything they do.

“Percentage scores are used to define who makes it into our Top 20.”



It's not how you say it, but what you say

In addition to our ranking criteria, we have also looked at how audiences react to your digital engagement. What sentiment do they exhibit in response to your firm's content, messaging and brand?

Sentiment analysis enables us to measure the impact of your investment in social media engagement. You may be the world's most productive publisher and contributor but if your content and messaging don't elicit a positive reaction perhaps you should re-evaluate your ROI?

And, if audience sentiment is negative, shouldn't you take action to counteract that?

Using Brandwatch™ analytics we have examined social media sentiment for all the firms we analysed – measuring the effect each firm's social media footprint has on audience opinion.

What is social media sentiment analysis?

Also known as opinion mining, it is increasingly popular, yet misunderstood. Simply put, it's about determining the emotional tone behind a series of words. It's used to gain an understanding of the attitudes, opinions and emotions expressed within online mentions relating to a firm, product or brand.

Using sentiment analysis

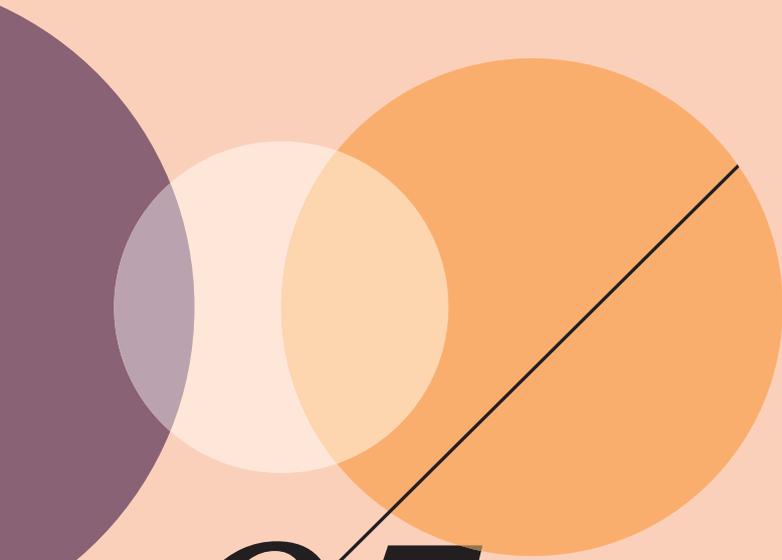
Sentiment analysis can be extremely useful in social media monitoring as it enables us to gain an overview of the wider public opinion behind certain topics. Social media monitoring tools such as Brandwatch™ Analytics make that process quicker and easier than ever, thanks to real-time monitoring.

Interpreting sentiment

Sentiment analysis is not a perfect science. Language is complex and teaching a machine to analyse the grammatical nuances, cultural variations, slang and misspellings that occur in online mentions isn't easy. Humans are quite intuitive when it comes to interpreting the tone of a piece of writing. Brandwatch™ Analytics employs a rules-based process to help its software better understand how context affects sentiment.

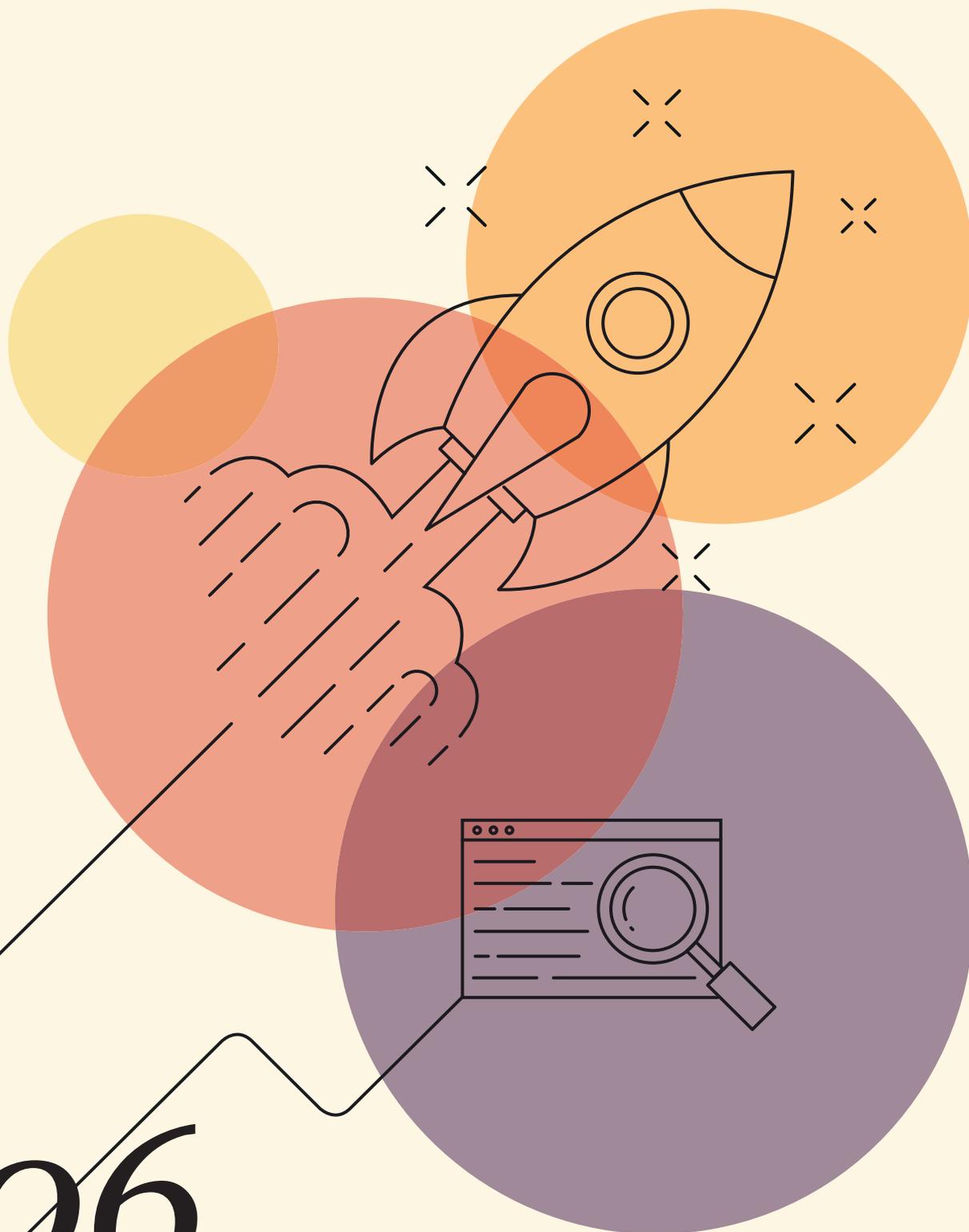
Without contextual understanding, a machine looking at the sentence "My flight's been delayed. Brilliant!" might see the word "brilliant" and categorise it as positive. Brandwatch™ Analytics takes all the words and phrases that imply positive or negative sentiment and applies rules that consider how context might affect content.

It's important to acknowledge that human expressions cannot be fitted into just three buckets and categorised simply as positive, negative or neutral.



05

What did we discover?



06

Leading asset management firms lack determination in digital and social media engagement.

Our findings clearly indicate that they are failing their audiences with a sub-optimal digital experience.

Look at the table adjacent and you'll note that only half of the IPE Top 20 firms have made our Top 20.

01
BlackRock

02
Schroder Investment Management

03
AB



The top 20 determined firms

IPE ranking	Living Ratings Rank	Global 100 asset management firms	Score	%
1	1	BlackRock	314.3	86.83%
34	2	Schroder Investment Management	302.9	83.68%
33	3	AB	297.2	82.09%
5	4	BNY Mellon Invest. Management	293.1	80.97%
29	5	Columbia Threadneedle Investments	289.5	79.97%
30	6	Aberdeen Asset Management	287.2	79.33%
20	7	AXA Investment Managers	276.2	76.29%
10	8	Amundi France	272.1	75.15%
4	9	Fidelity Investments	263.2	72.72%
18	10	Invesco	244.3	67.49%
6	11	J.P. Morgan Asset Management	241.3	66.67%
2	12	Vanguard Asset Management	237.5	65.60%
38	13	Standard Life Investments	236.8	65.42%
8	14	PIMCO	221.8	61.28%
87	15	Putnam Investments	217.6	60.10%
37	16	MFS Investment Management	216.4	59.79%
78	17	Russell Investments	215.2	59.45%
66	18	NN Investment Partners	214.0	59.11%
12	19	Northern Trust Asset Management	211.0	58.28%
50	20	Principal Global Investors	207.1	57.21%

Leading asset management firms have disappointing digital engagement

Being high up in the IPE Top 100 ranking is no guarantee that a firm has an effective approach to digital engagement. Only four of the Top 10 firms feature in our Top 10 and two of them are nearer the bottom of the global 100 firms we rated.

What this demonstrates is that while the leading firms in our ratings can rightly be proud of their performance, the sector as a whole has a lot of ground to make up.

Nearly half the global Top 100 asset management firms are still ignoring mobile

The internet continues to change the way we go about our lives. In the UK in 2015, according to the Office for National Statistics, over three quarters of adults used the internet every day, or almost every day (78%) and a similar proportion (74%) accessed the internet “on the go” (away from home or work).

According to Informa, in the USA, internet connectivity to websites via smartphone has risen from 18% in 2009 to 64% in 2014. Clearly this will continue in 2016 and beyond. However, many asset management firms are failing to respond to this trend.

- Just 32% of the firms we rated feature responsive website design
- 52% of the websites we rated failed Google’s mobile-friendly test

Firms risk alienating the growing number of people who use smartphones or hand-held devices to browse and research the internet.



Leading asset management firms?

Firm	IPE top 100 ranking	Living Ratings ranking
BlackRock	1	1
Vanguard Asset Management	2	12
State Street Global Advisors	3	38
Fidelity Investments	4	9
BNY Mellon Invest. Management	5	4
J.P. Morgan Asset Management	6	11
Capital Group	7	71
PIMCO	8	14
PGIM	9	70
Amundi France	10	8

32%

Offer a fully responsive website

62%

Feature no social media links on the homepage

48%

Pass Google’s mobile-friendly test

22%

Feature dedicated graduate content

44%

Take a client-focused approach to website content

6%

Use infographics to enhance web content

71%

Provide Twitter channel

28%

Link their social media to their website

80%

Provide LinkedIn channel

20%

Offer a client app

16%

Offer intelligent predictive search functionality

Building determined digital engagement

Don't just say you're client-centric; demonstrate it.

Many of the firms in our ratings pay lip service to being client-centric. How many times have we seen a firm make the claim: 'Putting our clients first' and then writing incessantly about themselves?

Firms fall into the trap of talking about themselves, what they do and not why it matters to clients.

To develop trust and positive engagement with audiences, firms need to focus on what clients want to hear most. How are you going to solve the issues they face?

Direct communications to the reader make your messaging accessible and human. They develop a connection with the audience and help them believe they can work with you.

Create and curate engaging and substantive content.

If your firm is to prevail, you must create content that demonstrates your worth. It must engage, inform and inspire an intelligent and sophisticated audience.

Once this is done you mustn't hide it away. Make sure that you curate your content so it can be found easily and quickly on your website. Then use social media to direct readers to it, while also recommending additional reading and nominating experts to talk to.

Be bold.

Invest in the future of your firm by attracting the best talent.

Firms always say that they are seeking the best recruits, both graduates and experienced professionals; but few firms actively demonstrate why they should be considered as a destination employer.

Only 22% of the websites we reviewed featured some form of careers content, much of it is uninspiring and undifferentiated.

To attract the best, you need to demonstrate that you are the best. You need to talk to potential recruits in a way that inspires them.

Continue to build for mobile.

At the risk of repeating every digital commentator – you cannot ignore mobile. Just look around you every day. How many people do you see using mobile devices to access the internet, read email, send texts or check Facebook, LinkedIn or Twitter?

Mobile is no longer a novelty, it is a necessity. These days a reputation can be made or lost in a single Tweet from a phone. The ability to create mobile-specific content is critical to any successful communication strategy.

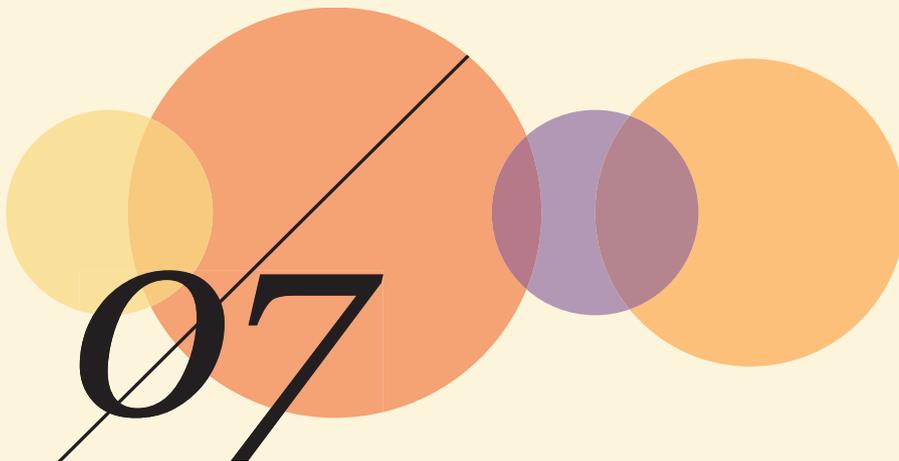
Many new firms are taking advantage of the latest technological and mobile applications to create differentiation and present a nimble, more accessible image to their audiences.

Build a responsive site for search engine success.

Marketers should also be aware of the latest rules surrounding SEO and that all-important Google ranking.

Google now penalises businesses for not being mobile-friendly and for not having responsive websites. You need to be responsive to achieve a higher ranking in search results.

Clearly the arguments in favour of mobile and responsive web design are obvious. So why are only a third of leading global asset management firms using it?

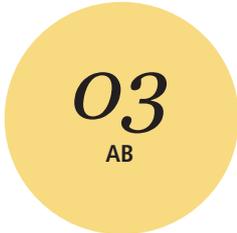


Who are the most determined digitally engaged firms?



The top 20 determined firms

Living Ratings Rank	IPE Top 100 Global Asset Management firms	Score	%
1	BlackRock	314.3	86.83%
2	Schroder Investment Management	302.9	83.68%
3	AB	297.2	82.09%
4	BNY Mellon Invest. Management	293.1	80.97%
5	Columbia Threadneedle Investments	289.5	79.97%
6	Aberdeen Asset Management	287.2	79.33%
7	AXA Investment Managers	276.2	76.29%
8	Amundi France	272.1	75.15%
9	Fidelity Investments	263.2	72.72%
10	Invesco	244.3	67.49%
11	J.P. Morgan Asset Management	241.3	66.67%
12	Vanguard Asset Management	237.5	65.60%
13	Standard Life Investments	236.8	65.42%
14	PIMCO	221.8	61.28%
15	Putnam Investments	217.6	60.10%
16	MFS Investment Management	216.4	59.79%
17	Russell Investments	215.2	59.45%
18	NN Investment Partners	214.0	59.11%
19	Northern Trust Asset Management	211.0	58.28%
20	Principal Global Investors	207.1	57.21%



08

Function:

Evidence:



Function top 20

Living Ratings Rank	Firm	Function %
1	Amundi France	92.17%
2	BNY Mellon Invest. Management	90.96%
3	Russell Investments	87.35%
4	AB	82.53%
5	Schroder Investment Management	81.33%
6	Invesco	72.89%
7	MFS Investment Management	72.29%
8	J.P. Morgan Asset Management	71.69%
9	Putnam Investments	71.08%
10	BlackRock	70.18%
11	Columbia Threadneedle Investments	69.28%
12	Northern Trust Asset Management	68.67%
13	Delaware Investments	63.25%
14	APG Netherlands	61.45%
15	SEI	60.84%
16	AXA Investment Managers	60.24%
=16	BNP Paribas Investment Partners	60.24%
18	Aberdeen Asset Management	59.64%
19	PIMCO	57.23%
20	Goldman Sachs Asset Management Int.	56.63%



Evidence top 20

Living Ratings Rank	Firm	Evidence %
1	Aberdeen Asset Management	84.57%
2	PIMCO	84.35%
3	AXA Investment Managers	83.23%
4	BlackRock	81.97%
5	BNY Mellon Invest. Management	81.84%
6	Fidelity Investments	77.86%
7	MFS Investment Management	76.64%
8	AB	75.11%
9	American Century Investments	73.32%
10	Schroder Investment Management	70.88%
11	Amundi France	70.31%
12	Invesco	69.81%
13	Vanguard Asset Management	67.89%
14	NN Investment Partners	67.56%
15	Columbia Threadneedle Investments	66.54%
16	Russell Investments	66.35%
17	Standard Life Investments	63.40%
18	Principal Global Investors	62.91%
19	Northern Trust Asset Management	62.81%
20	Neuberger Berman	59.22%

Are you determined?

We grouped the IPE Top 100 firms according to the total percentages they achieved in our analysis and we defined four types of firm, underpinning our methodology.

18

Firms
Score: 50% – 75%

#TheEnergetic

These firms put out a lot of interesting insight and content. However their weakness lies in the way the content is presented. This is a missed opportunity, as the lack of audience engagement and functionality means that potentially valuable resources are being overlooked.

8

Firms
Score: Above 75%

#TheDetermined

Firms of this type possess all the key attributes required to enhance the effectiveness of digital and social media communications. They understand the value of taking a truly client-centric approach, creating highly engaging insightful and substantive content and messaging.

35

Firms
Score: Zero – 25%

#TheLacklustre

A major challenge confronts firms of this type. Evidence shows that their activities are weak and audience engagement is low. They have very little client-centric content and are conspicuously lacking in creativity, design expertise or compelling messaging.

39

Firms
Score: 25% – 50%

#TheFocused

Like those in the Energetic category, these firms have the ability to deliver a compelling engagement experience. Their online presence is inspiring and creative and has up-to-date functionality. Their challenge is to increase the quality and quantity of client-centric content. Their interactivity must be matched by intelligence.

09



The Energetic

Firm	%
Fidelity Investments	72.72%
Invesco	67.49%
J.P. Morgan Asset Management	66.67%
Vanguard Asset Management	65.60%
Standard Life Investments	65.42%
PIMCO	61.28%
Putnam Investments	60.10%
MFS Investment Management	59.79%
Russell Investments	59.45%
NN Investment Partners	59.11%
Northern Trust Asset Management	58.28%
Principal Global Investors	57.21%
Guggenheim Partners Investment Mngt.	54.98%
Baillie Gifford & Co.	52.76%
Standish Mellon Asset Management	51.96%
Delaware Investments	51.38%
Morgan Stanley Investment Mngt	51.35%
Manulife Asset Management	50.09%



The Determined

Firm	%
BlackRock	86.83%
Schroder Investment Management	83.68%
AB	82.09%
BNY Mellon Invest. Management	80.97%
Columbia Threadneedle Investments	79.97%
Aberdeen Asset Management	79.33%
AXA Investment Managers	76.29%
Amundi France	75.15%



The Lacklustre

Firm	%
Pictet Asset Management	24.86%
First State Investments	24.31%
Mellon Capital	22.10%
TCW	21.16%
PGIM	20.41%
Capital Group	20.30%
Dodge & Cox	19.61%
Bradescot Asset Management	18.54%
Bridgewater Associates	17.40%
Royal London Asset Management	17.32%
Lazard Asset Management	17.13%
Aegon Asset Management	15.75%
Harris Associates	15.75%
Swiss Life Asset Managers	15.41%
Wells Capital Management	14.73%
SEB Wealth Management	14.40%
New York Life Investments	12.71%
Nomura Asset Management	12.71%
Generali Investments Europe	11.33%
Eurizon Capital	11.33%
PGGM	9.81%
Santander Asset Management	9.67%
HSBC Global Asset Management	8.29%
Dimensional Fund Advisors	8.29%
Itaú Asset Management	6.91%
La Banque Postale Asset Management	3.87%
Sumitomo Mitsui Trust Bank Japan	3.04%
Affiliated Managers Group	2.76%
DIAM International	2.76%
MEAG	0.28%
BNY Mellon Cash Investment Strategies*	0.00%
MN	0.00%
Helaba Invest	0.00%
Danske Capital	0.00%
Fidelity Worldwide Investment*	0.00%



The Focused

Firm	%
Natixis Global Asset Management	49.75%
Goldman Sachs Asset Management Int.	49.56%
American Century Investments	49.31%
M&G Investments	49.17%
Caisse de dépôt et placement du Québec	49.00%
BNP Paribas Investment Partners	48.76%
Robeco Group	48.63%
Federated Investors	48.50%
Neuberger Berman	47.97%
Credit Suisse	46.63%
Janus Capital Group	45.27%
State Street Global Advisors	43.84%
Insight Investment	43.29%
Nordea Investment Management	43.15%
Legg Mason	42.45%
UBS Global Asset Management Switzerland/UK	42.42%
Nuveen Investments	41.44%
Nikko Asset Management Co.	40.36%
Allianz Global Investors Germany	40.31%
SEI	39.95%
APG Netherlands	39.23%
Natixis Asset Management	38.45%
Deutsche Asset & Wealth Management	38.14%
Union Investment	36.90%
Legal & General Investment Mngt.	36.85%
Macquarie Asset Management	34.53%
Loomis Sayles & Company	34.41%
RBC Global Asset Management	34.01%
Franklin Templeton Investments	33.56%
Aviva Investors	33.23%
Eaton Vance Mngt. (International)	31.85%
Lord, Abbett & Co. US	30.18%
TIAA-CREF	29.64%
DekaBank	28.18%
Bank J. Safra Sarasin Switzerland	28.09%
Babson Capital Management	27.51%
Wellington Management	26.52%
T. Rowe Price	26.10%
Pioneer Investments	25.11%

* Although BNY Mellon Cash Investment Strategies and Fidelity Worldwide Investment are constituents of the IPE Top 100 ranking (2015) we did not rate them as part of analysis as they do not have digital entities

The top 10 most determined firms



10

Case studies

1 BlackRock

As one would expect from this investment giant, its website and social media channels are rich with tools, insight and commentary. A fresh looking, visually engaging site that is easy to navigate to the content you are looking for. The site is partially responsive and great navigational design really aids the movement around the site and engages adviser audiences.

We particularly liked BlackRock's blog and dedicated microsite for its Annual Pulse Survey (the latest being on Women Investors) but the firm could make a little more effort to ensure these get noticed, rather than tuck links away within press releases or other pages on the site.

It is interesting that the article "an advised client is a confident client" is number two – no surprise there!

'Engaging your clients' is a fantastic area for Investment Ideas – very useful for the intermediary. The adviser exchange area is again a highly targeted area with relevant content, talking directly to the adviser. You really want to read everything!

BlackRock

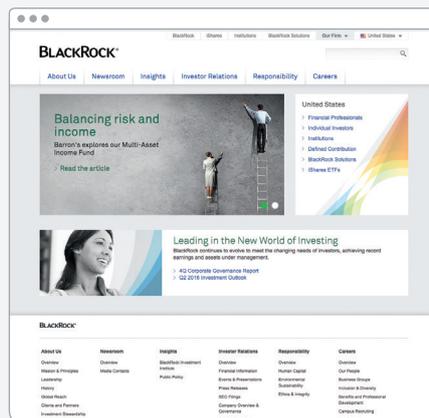
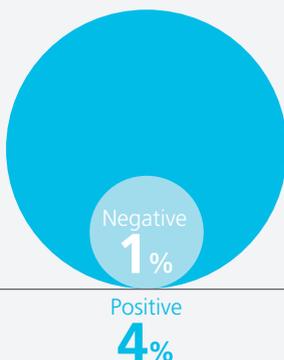
www.blackrock.com



- BlackRock (industry leader)
- Average



Sentiment analysis



Case studies

2 Schroder Investment Management

Clean design, bold sans-serif typography and a well-thought page layout that embodies clarity, reassurance and trust at its heart, reinforcing the pedigree of one of the stalwarts of the asset management sector, Schroders.

A fully responsive site that works equally well on desktop, tablet or mobile. It features highly engaging graphics, good visual architecture and clear navigation built with the user in mind.

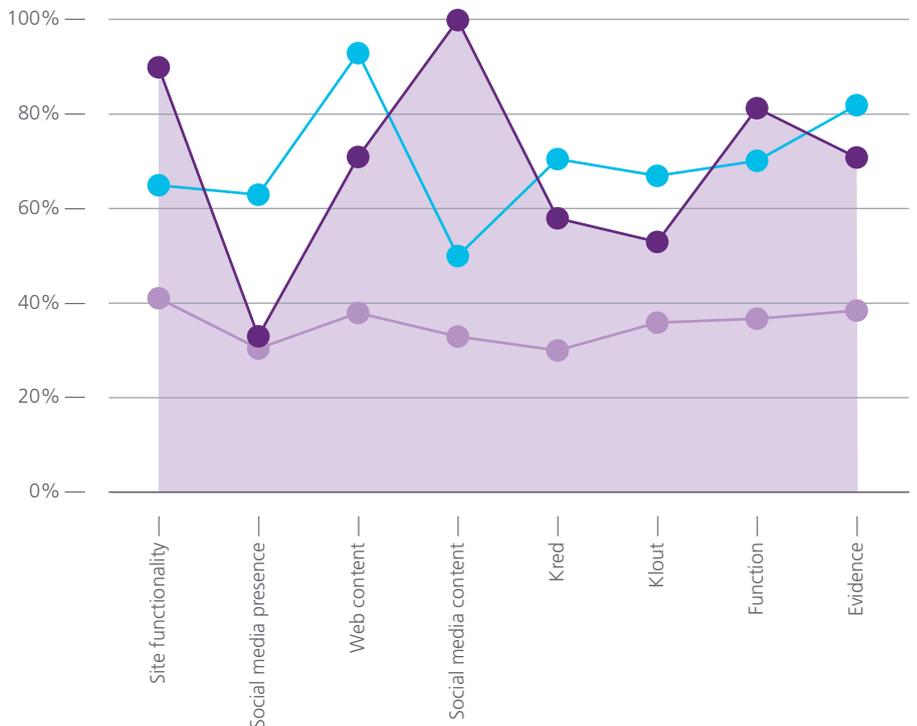
The only thing that slightly lets its down is its lack of a predictive search function.

Schroders demonstrate a focused view of social media, content is well-placed and shows a good grasp of corporate storytelling. It makes excellent use of moving image to add flavour and increase audience engagement.

Financial Intermediaries

Lots of insight, thought leadership, events, literature and tools aimed at an adviser audience. IncomeIQ in particular is highly audience focused and helpful. We liked Schroders use of video to introduce viewers to their fund managers and learn more about their perspectives, we also found their 'helpful reasons' and 'guide to investing' very informative. Signposting throughout the site is clear and articulate, very easy to navigate.

Schroder Investment Management
www.schroders.com

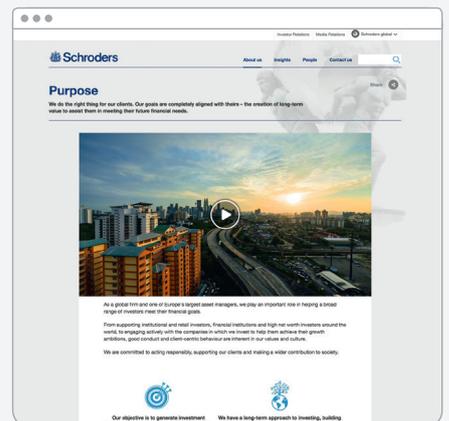
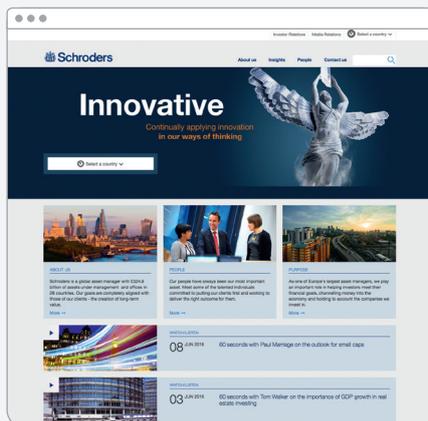


- Schroder Investment Management
- Average
- Industry leader

Sentiment analysis



Negative
0%
Positive
0%



Case studies

3 AB

Ensuring that the user gets to the information he/she wants, quickly and efficiently was obvious top-of-mind when AB designed their site. When first entering the site the user is presented with an overlay of signposts that directs towards the dropdown 'hamburger' menu, customer account access and industry insight. A great example of audience direction and navigation reinforcement.

Overall, this is a well-considered site, carried through to all its content. AB's blog is probably the best in the sector, talking to audiences in their individual regions, using video and very client-centric. Shame there is no search function on the main site but there is one on their blog.

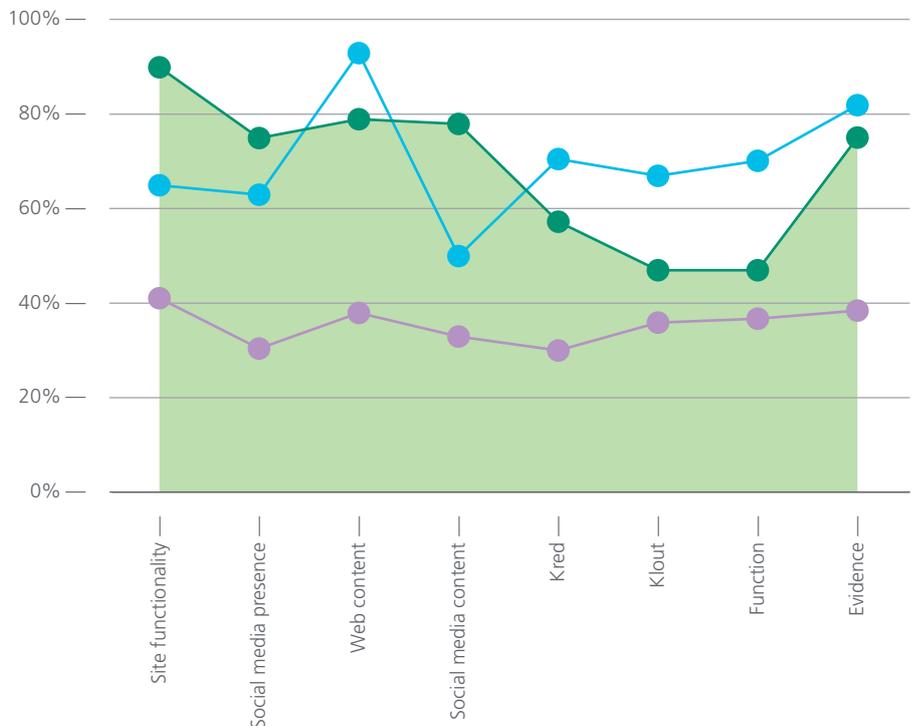
More localised content could be included for this audience although the blog does provide topical and well thought out information, for example insight into hedge funds. Navigation through to fund documents is not a very consistent experience and we were a little disappointed that it takes you to another page which is styled differently from the rest of the site. All the content is there though.

Financial Intermediaries

Whilst we liked the overall site, as a financial intermediary the site is a little wanting.

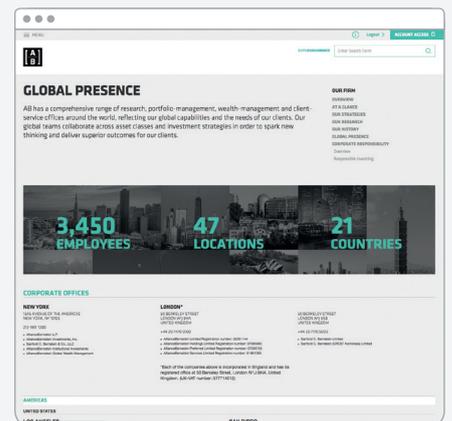
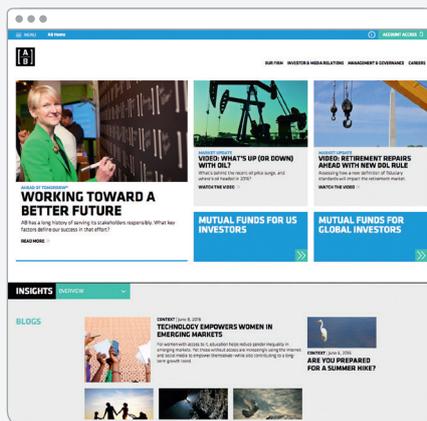
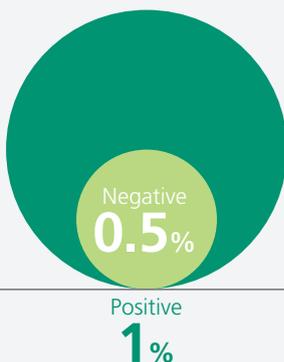
AB

www.abglobal.com



- AB
- Average
- Industry leader

Sentiment analysis



Case studies

4 BNY Mellon Investment Management

There is a very clear and definitive style across the BNY Mellon site. The site is easy to navigate and search functions work well. Content and tone of voice is client-centric and an excellent example of a good web experience. Excellent use of headlines and imagery to engage with user – inviting and drawing you in. Investing in self generated content and working with third parties to

provide additional inspiration, really puts topics into context. A stand-out piece of communication and content.

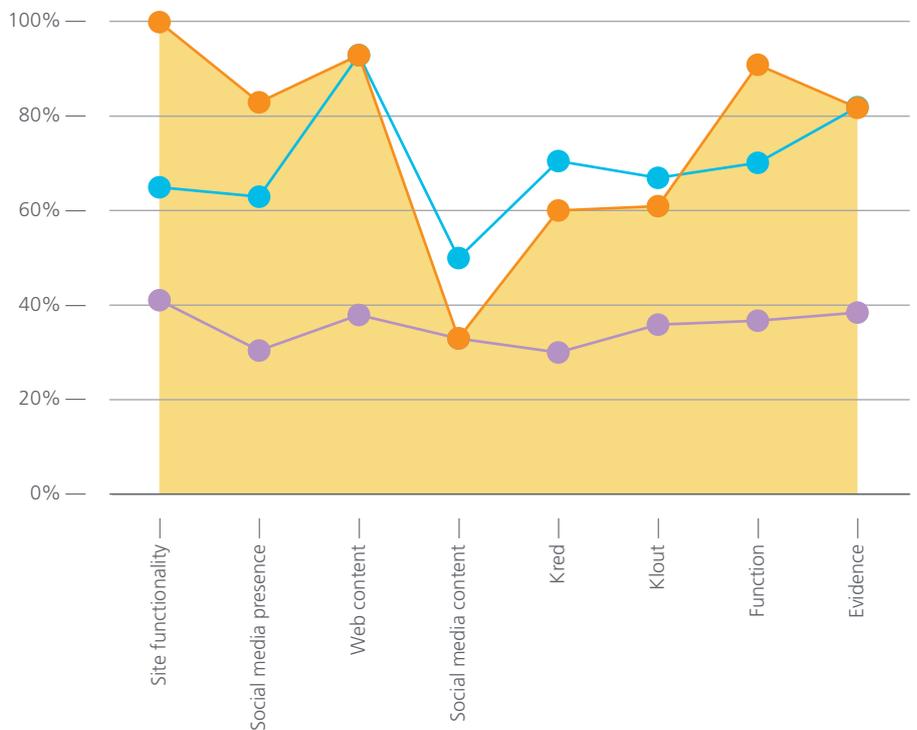
a good use of infographics and key points complements thought leadership content.

Financial Intermediaries

This site is rich with good quality content, specifically produced for the financial audience. BNY’s Market Eye blog provides 15 second overviews of key market trends presented by their specialist asset managers,

Fund information is easy to find, the Fund Finder provides clear navigation to all relevant fund content. We also found BNY’s tips for financial useful, such as Market Mavens’ hints and tips for social media; accompanying video content is a nice touch.

BNY Mellon Investment Management
www.bnymellon.com

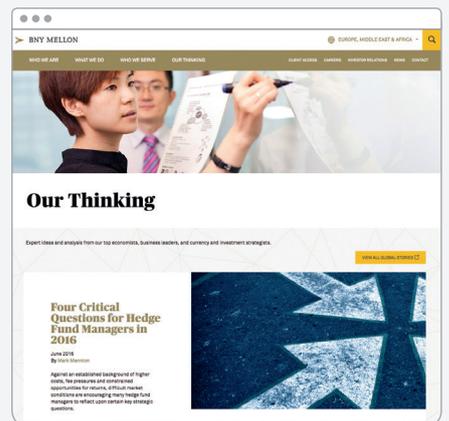
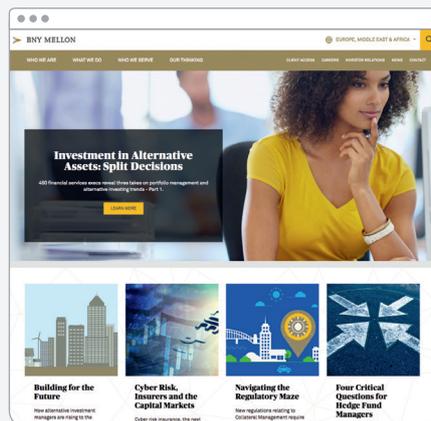


- BNY Mellon Investment Management
- Average
- Industry leader

Sentiment analysis



Negative
0%
Positive
0%



Case studies

5 Columbia Threadneedle Investments

Visually impressive, Columbia Threadneedle's site makes great use of inspiring photography to draw the viewer's attention to key fund content. Multi-level navigation guides the visitor to a wide range of tools and content. Overall the site articulates strong brand vision and confidence.

Beyond the homepage, things get a little more traditional.

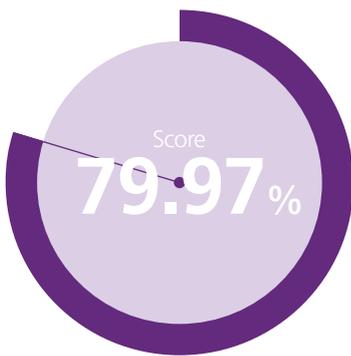
We would have liked to see the firm continue to use imagery and visual stimulus to engage with audience, however their reliance on a heavily text based site does mean that it veers towards dryness. The most frustrating thing about the site is not having a search function meaning the user has to navigate around the site.

Financial Intermediaries

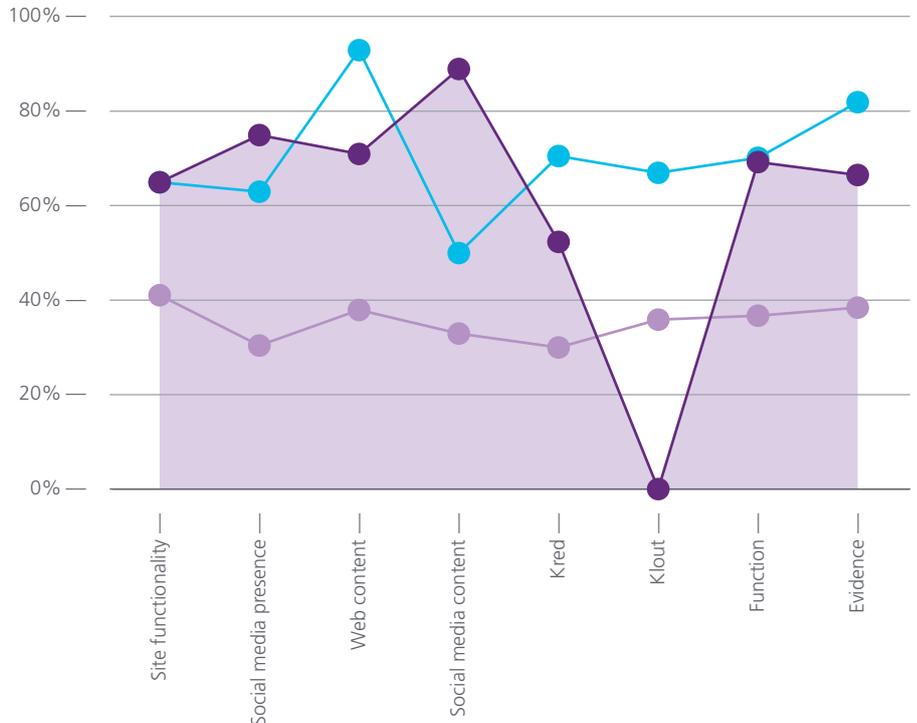
Bold signposting on the home page leads financial intermediaries to the information they are seeking, and then they get great content when they access the intermediary area. We particular liked that the firm has an adviser centre, dedicated to financial intermediaries and helping their clients. The TriGlide app is amazing!

Columbia Threadneedle

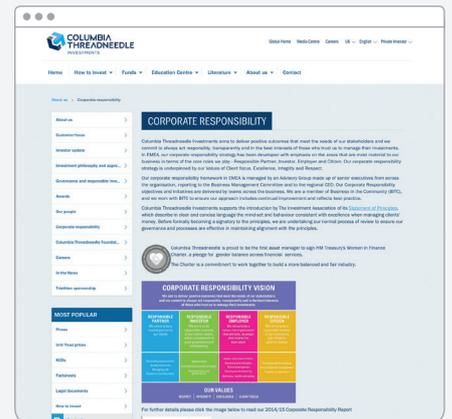
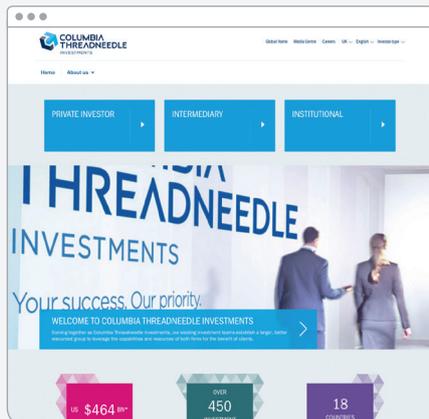
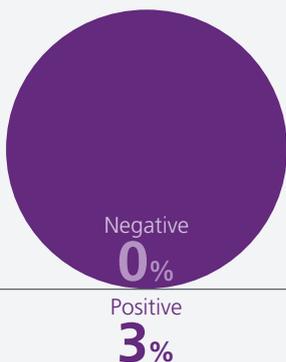
www.columbiathreadneedle.co.uk



- Columbia Threadneedle Investments
- Average
- Industry leader



Sentiment analysis



Case studies

6 Aberdeen Asset Management

Aberdeen Asset Management’s tagline is ‘simply asset management’ and this ethos is certainly reflected in their website. Clean, fresh and engaging. The downside to their simple design of their homepage is that it is visually static and will require regular refreshing to maintain visual interest.

AAM really shows its strengths when you go beyond the homepage.

Financial Intermediaries

We loved the Jargon buster part of their site – very useful! The Fund Centre includes a specialist section entitled Funds in Focus with a selection of the top 4 funds they are promoting. Each of these pages contains good content, including easy access to the fund documents, summaries, newsletters and video content and an adviser toolkit.

Being hypercritical the video section of the site isn’t integrated in to the content of the funds, which is fine for the insights and topical pieces. However, the latest video content is dated March 2016 – there are a lot of interesting topics they should be covering and we would expect to see something about Brexit here.

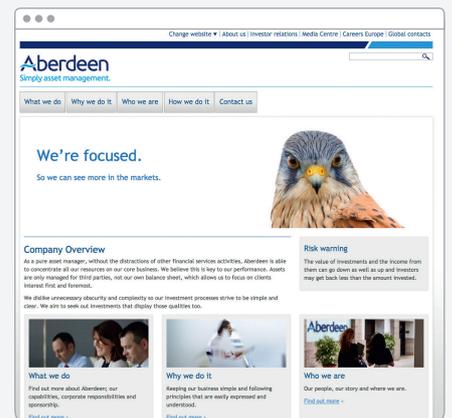
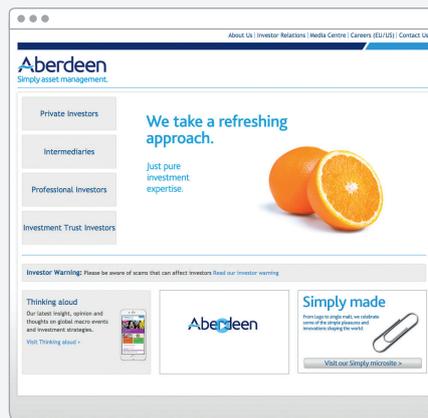
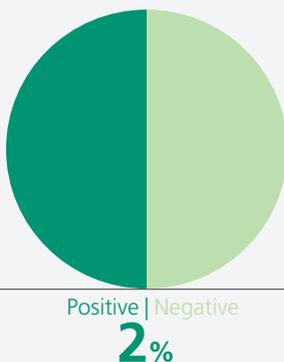
Aberdeen Asset Management
www.aberdeen-asset.co.uk



- Aberdeen Asset Management
- Average
- Industry leader



Sentiment analysis



Case studies

7 AXA Investment Managers

We debated over AXA IM's inclusion in our Top 10. On the surface they don't look suitable, functionality of their website is poor, it is not responsive or mobile friendly, it does not have a predictive search and visually it looks quite dated. However where AXA scored exceptionally was in its content and the quality of its thought leadership, blog, commentary and social media engagement. The site is a mine of information and AXA

addresses topics from across the industry. Content is 100% client-centric, topical... and dare we say it at times seemingly too much information!!

The Featured funds section is good with the fund manager profiled lots of literature and overviews.

We really feel that with a focus on functionality, design and user experience, it would not be too hard for AXA to be even higher up the rankings.

Financial Intermediaries

From an advisers view, first impression is that it is a "busy" site – a lot of small content boxes makes it hard to navigate. Content is good – topical content right up front, e.g. Brexit.

AXA Investment Managers

www.axa-im.com

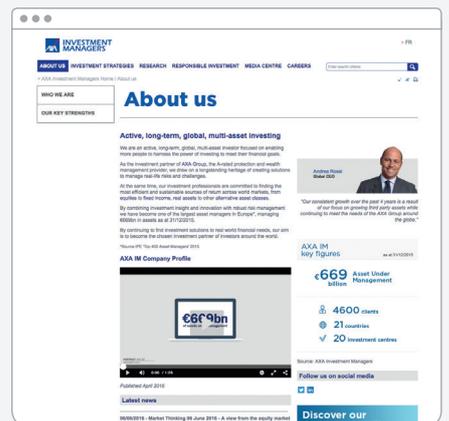
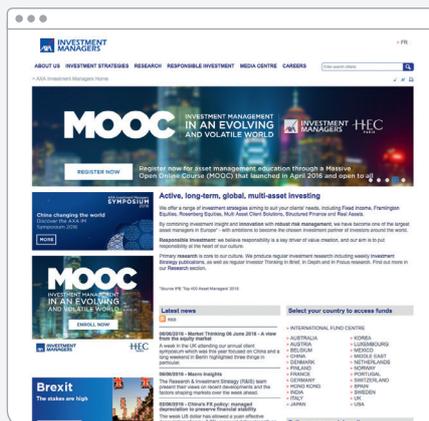


- AXA Investment Managers
- Average
- Industry leader

Sentiment analysis



Negative
0%
Positive
0%



Case studies

8 Amundi France

Where functionality is concerned, Amundi's new website for 'institutions, insurers, intermediaries and corporations' is very well thought through, good use of eye catching imagery, clear navigation and predictive search, combined with a fully responsive design earns Amundi top place in our functionality ranking. Content is rich and relevant – the Amundi Research Center contains a wealth of knowledge, advice and tools to aid financial intermediaries.

We particularly liked Amundi's 'expert talk', 'thought of the day' and '60-second insight'.

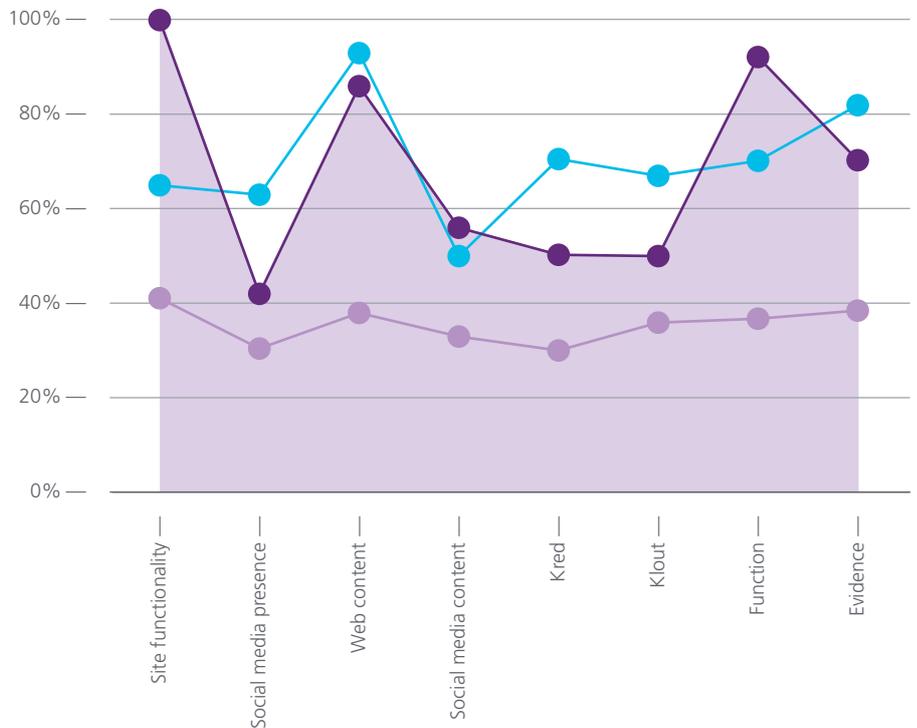
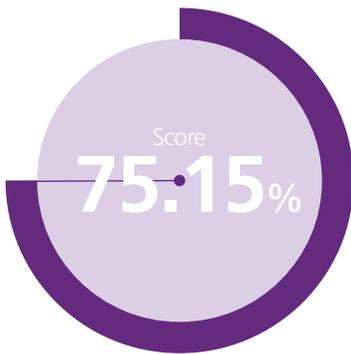
Financial Intermediaries

Whilst functionality and content is excellent, we have scored Amundi down on the fact that the content is not directed at professional intermediaries, rather all lumped in together with institutions, insurers and corporations. In addition, the visitor has to search under 'Our clients and services'

to find the Distributors tab which does include a little content on why them!

One area for improvement is their thought leadership area which is tucked away in the 'Research Center', separate to the main site – we strongly believe this should be included in the Fund area, making it easier for the visitor to gain insight and improve the overall usability of the site and visitor experience.

Amundi France
www.amundi.com

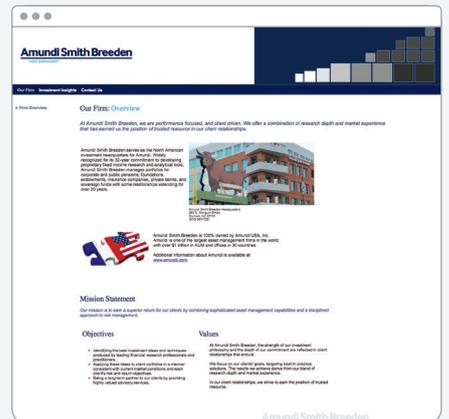
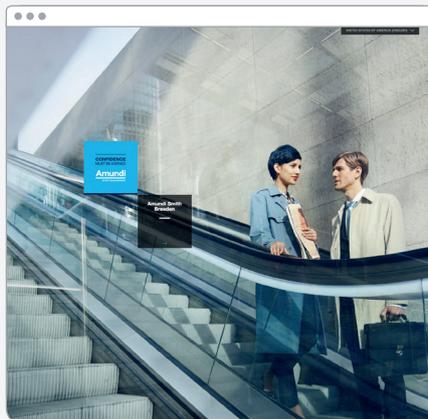


- Amundi France
- Average
- Industry leader

Sentiment analysis



Negative
0%
Positive
0%



Case studies

9 Fidelity International

Once you have navigated to the professional investor site, what you find is a clearly laid out website with simple menu driven navigation to a wealth of fund information, solutions, thought leadership and tools that have been designed to support the adviser. This is a very confident site that doesn't have lots of bells and whistles but instead relies on the strength of its content.

We particularly liked Fidelity 'perspectives' which contains some very engaging commentary on topics such as retirement, Brexit and yield values.

Financial Intermediaries

We were surprised that unlike Fidelity's corporate homepage, the site for the institutional investor is not responsive, and the mobile site is completely different. We have deducted marks for this.

Once you select Professional, the site is clearly laid out, however the navigation is a little confusing. Under 'Single Strategy Funds' then 'In Focus', there's a good section for the advisor on how to find sustainable income for their clients, which includes support material to guide the adviser and client.

We also found a number of very helpful tools for the adviser including the Fund evaluator.

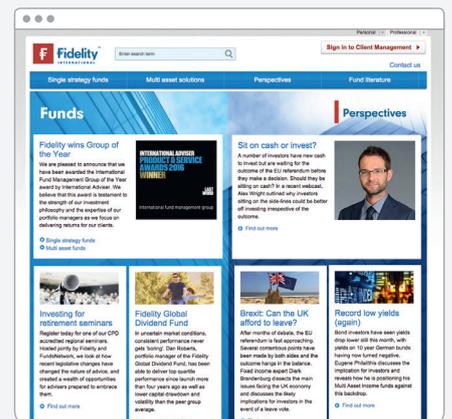
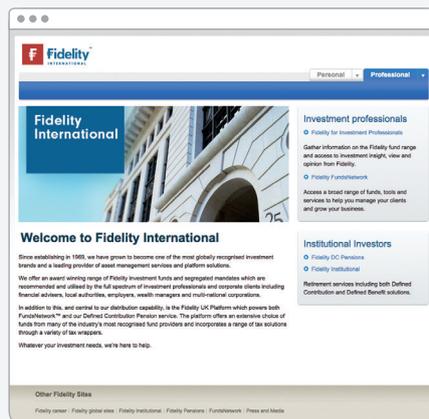
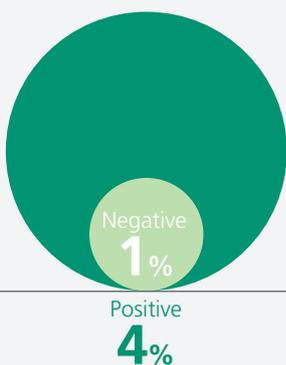
Fidelity International

www.fidelity.co.uk



- Fidelity
- Average
- Industry leader

Sentiment analysis



Case studies

10 Invesco

Strangely, Invesco’s main corporate homepage is not responsive or mobile-friendly but when we selected ‘Find Investment and Capabilities’ and clicked on United Kingdom, the Invesco Perpetual site launches. This is fully responsive.

The site is engaging, clear and easy to navigate. We liked Invesco’s commentary and thought leadership supported by video (although 29:58 minutes on Brexit

is probably a little too long). The site has a wealth of tools, literature and guides to help the adviser.

Financial Intermediaries

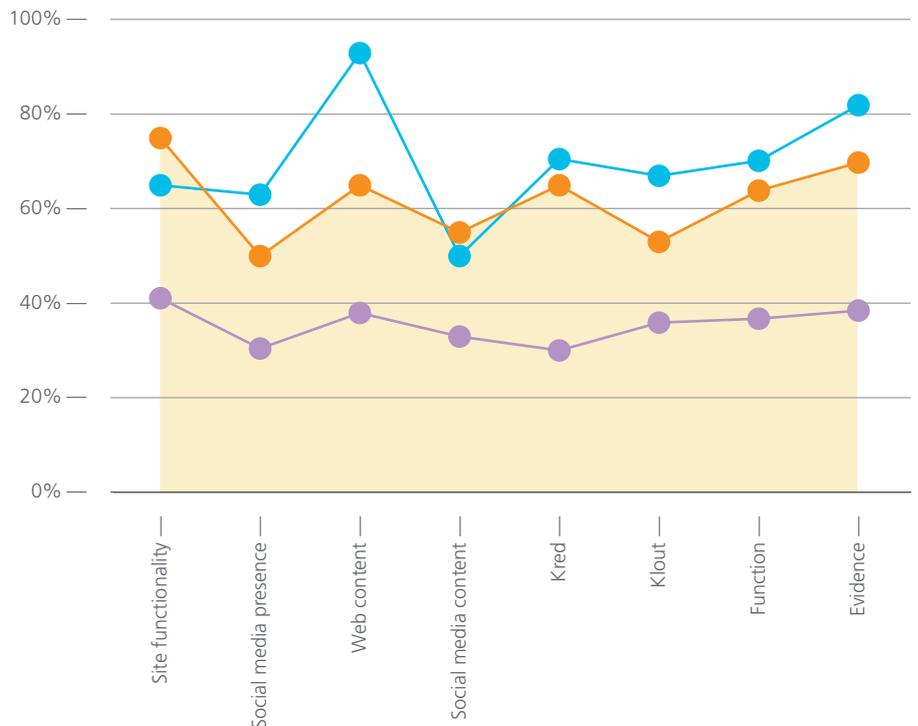
Some fantastic guides and tutorials for the adviser in the resources area of the site. Via the Products tab, fund information is clearly laid out with both current and historic information available. Invesco invest a lot of time and effort into their events programme

which is comprehensive and available live or online.

A slight negative is that, in the spirit of audience centricity we would have liked to have seen the ‘About Us’ section at the end of the navigation bar. Currently ‘products’ are the last navigation item, which from an intermediaries view is probably one of the most important options and should be promoted.

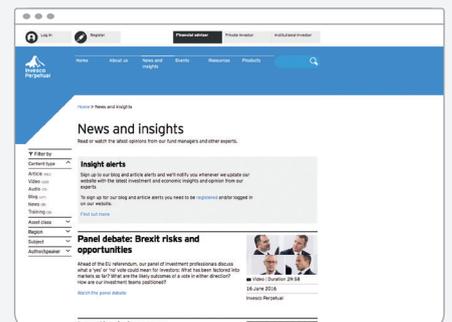
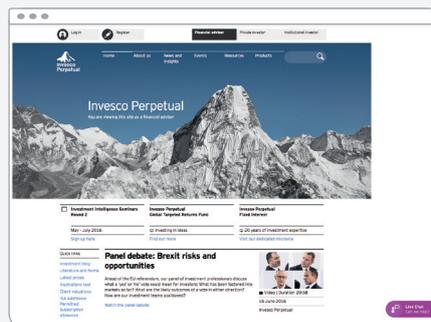
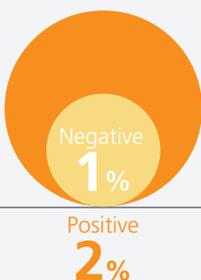
Invesco

www.invesco.com



- Invesco
- Average
- Industry leader

Sentiment analysis



Interested in knowing more?

Living Ratings provides the evidence-based insight you need to develop your digital and social media engagement, enhance your communications and improve your ROI.

We are already working on our next ratings report. If you have any recommendations on how we could improve our analysis, please let us know.

What's your score?

Maybe you'd like a more detailed analysis of your firm. Or you feel you could benefit from a new website, new content or a more effective social media strategy. If so, we'd love to hear from you.

Living. Creating difference.

We blend rigorous thinking, creativity and unique sector knowledge to help our clients enhance their brands and stand out from their peers in the financial, professional services and technology sectors.

Our specialists' deep understanding of our clients' sectors means we challenge thinking, inspire ambition, and deliver meaningful change across their organisations through effective and integrated brand, digital and marketing communications.

In a world that is always changing, content rich and visually crowded – we help our clients communicate their difference and stand ahead.



life@living-group.com

give us a call or pop in and visit us
– we'll provide coffee and
the inspiration.



London

Greg Hobden

Tea Building, Studio 2.10
56 Shoreditch High Street
London E1 6LL

t +44 (0)20 7739 8899

m greg.hobden@living-group.com



Hong Kong

Aliena Lai

Centre Hollywood, Studio 12/F
151 Hollywood Road
Sheung Wan, Hong Kong

t +852 3711 3100

m aliena.lai@living-group.com



New York

Kate Shaw

115 West 18th Street, 2nd Floor
New York, NY 10011

t +1 (646) 453 7056

m kate.shaw@living-group.com



Living. Creating difference.

We blend rigorous thinking, creativity and unique sector knowledge to help our clients enhance their brands and stand out from their peers in the financial, professional services and technology sectors.

In a world that is always changing, content rich and visually crowded – we help our clients communicate their difference and stay ahead.

Contact us:

London

Greg Hobden
Tea Building, Studio 2.10
56 Shoreditch High Street
London E1 6LL
t +44 (0)20 7739 8899
e greg.hobden@living-group.com

Hong Kong

Aliena Lai
Centre Hollywood, Studio 12/F
151 Hollywood Road
Sheung Wan, Hong Kong
t +852 3711 3100
e aliena.lai@living-group.com

New York

Kate Shaw
115 West 18th Street, 2nd Floor
New York, NY 10011
t +1 (646) 453 7056
e kate.shaw@living-group.com

www.living-group.com

