

# Living Ratings

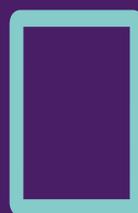
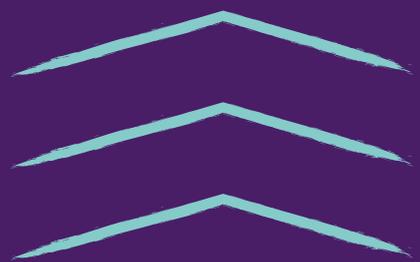
The brand and digital intelligence of the world's leading asset managers 2020

UP

MEASURE

DO YOU

HOW



# RATED INTELLIGENCE

Welcome	3	Engagement and evidence: the leaders	12
About Ratings	5	The numbers that define asset managers: engagement	14
Who, what, when and how we rated and classified each firm	6	The numbers that define asset managers: evidence	16
Sharpening the criteria: What's changed for 2020	7	This year's top 10 asset managers	18
Brand value, measured in human capital	8	Opportunity knocks	24
Are you determined or distracted?	9	Get in touch	26
Asset manager ratings and rankings	10	About Living	27

# WELCOME TO THE 2020 EDITION OF LIVING RATINGS - A WHOLE NEW WORLD

This time last year who could have imagined the unprecedented events 2020 would bring? Our "usual" way of communicating and doing business changed overnight at the beginning of this year, and for firms who were "digital-ready" this proved to be a relatively straightforward step-change. But for those who did not have an optimized digital presence and channel strategy, this period has brought significant challenges.

The last eight months have shown that a digital strategy must be aligned with the business strategy; it should enable firms to be agile in their response to economic, social and environmental events while engaging with multiple audiences, no matter their location. Those who couldn't or didn't, suffered in our Ratings and presumably in their contact with their audiences too. In the absence of face-to-face interaction, reliance on digital became of paramount importance.

The good news is that, even with our annual modification of criteria, we have seen a vast improvement across the board, driven mostly by our Engagement criteria, the measurement of website functionality and technology as well as the social media channels used.

## Engagement

Firms have been more innovative with channels and exploring how they can reach their target audiences using interactive webinars and podcasts. Looking at the social media channels utilized, 61% of firms have a high quality LinkedIn channel (45%, 2019) and 63% a high quality Twitter channel (43%, 2019), proving that firms have had to really focus on the channels utilized to disseminate their content. As we predicted, the sector has also increased its presence on Instagram: 36% vs 32% in 2019.

However, the sector still performs poorly in providing a quality search functionality across the whole of

their websites, leaving users with a frustrating experience and a barrier to accessing content. Our research shows only 15% of websites have a high quality search functionality and results page. Users do not care to see long lists of content after performing a search; rather, the expectation is pictorial results, driven by predictive search and intuitive filters, including relevance, type, author and date.

## Evidence

Our Evidence criteria measure each firm's brand and content across its website and social media channels.

The firms who developed advisor toolkits, conversational material and targeted content hubs, have led the way. Ensuring their audience can access the latest thinking on hot topics by demonstrating a clear content strategy has risen to 60% this year (47%, 2019).

The current environment makes it an imperative for firms to reinforce their brand purpose and positioning on their home pages. It's good to see this has increased to 44% in 2020. Brand values are also on the increase at 48% (37%:2019) which really drives home a firm's culture, vision and reason for being.

On the downside, it's disappointing to see that the quality of fund and strategy pages has not kept up with other innovative content. More than just performance data, these pages should contain fund manager bios,



**Kate Shaw, Co-founder and Chief Executive Officer**

interactive content, such as podcasts and videos, and links to related content, such as associated thought leadership or blogs.

Finally, in the year where human interaction in person has been limited, we are looking for the surfacing of humanity: the firm's intellectual capital – its people. Too many asset managers rely on product only and their sites are devoid of people profiles.

## Opportunity Knocks

Year on year, we look for improvements and, on the whole, this year has seen a good shift to quality digital intelligence. But there's always room for improvement and pages 24 and 25 highlight 6 areas of focus for 2021.

# WANT THE GOOD VIEWS OR THE BAD VIEWS?

Is your brand's digital intelligence performing optimally?

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 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 ([kate.shaw@living-group.com](mailto:kate.shaw@living-group.com))

**Greg Hobden** in London ([greg.hobden@living-group.com](mailto:greg.hobden@living-group.com)) or

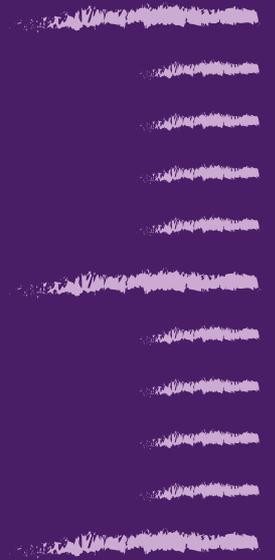
**Gigi Yung** in Hong Kong ([gigi.yung@living-group.com](mailto:gigi.yung@living-group.com)).

**Living** 

[www.living-group.com](http://www.living-group.com)

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# HIGHLY RATED



## About Ratings

Now in its 28th edition, Living Ratings benchmarks the brand and digital intelligence of the world's leading financial and professional services brands.

These studies provide our clients with evidence-based insight that continuously 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.

## Analysis

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

## Implementation

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

## 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.

## UX

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



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.

## Connectivity

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

## 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).

## Purpose

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

# WHO, WHAT, WHEN & HOW

## Rating and classifying each firm

In June, July and August 2020 our analysts reviewed the brand and digital intelligence of the world's leading asset managers – source: ©IPE Top 500 Asset Managers published in June 2020. Each of the 99 firms (there was a merger of two firms during our research) 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 99 firms. The five firms with the highest scores are also reviewed with expanded case studies.

1 WEBSITE  
FUNCTIONALITY

2 WEBSITE  
CONTENT

3 SOCIAL MEDIA  
PRESENCE

4 SOCIAL MEDIA  
CONTENT



# SHARPENING THE CRITERIA

## What's changed for 2020?

With each edition of our report, we evolve our scoring methodology to be more demanding and to keep pace with the fast-moving sector. Here are just a few of our core criteria for 2020:

### ENGAGEMENT

#### Thoughtful IA and UX

Considered information architecture (IA) and intuitive user experiences (UX) are of paramount importance. We reward firms that keep it simple and give thought to how their content is found and consumed.

#### High-quality search

We raise the bar in this category each year as search technology improves and becomes more affordable. We celebrate asset managers who take time to think about delivering not just filtered results, but how these results are curated and presented.

#### Marketing automation and personalized content

Firms who use automated or personalization technology to deliver tailored content are at the forefront of the asset management sector. They know it's not one size fits all and are rewarded for their time, effort, and commitment.

#### SEO

Search engine optimization (SEO) remains critical to your basic digital operations – it can be the difference between prospective clients finding you – or not. We apply specialist third-party SEO software to scan every website and assess whether best practice has been adopted.

#### Strong social media channels

Asset managers who use a range of active social media channels and promote content that is original and authentic can expect high scores. We also look positively on firms who use different channels for each of their different target audiences.

### EVIDENCE

#### Quality fund or strategy pages

Given that these pages are often the most visited part of an asset manager's digital presence, we place great emphasis on these being brilliantly designed, easy to consume and data-rich.

#### Brand purpose

Especially important this year, asset managers who put their brand positioning on the home page of their website and consistently across their social media channels are serious about the value of their brand. We reward them.

#### Case studies

Demonstrating how your firm has solved an investment challenge or helped a client is far more powerful than just pushing products. Today, helping is the new selling.

#### Fund manager and people profiles

The lack of humanity and people on some firms' websites is alarming. In a world where digital now needs to bridge the gap in face-to-face interaction, surfacing intellectual capital is critical.

#### Diversity and gender-related content

It's well publicized that the asset management industry has a problem when it comes to diversity and gender balance. We reward firms who admit this issue and deliver content that demonstrate how they are tackling it.

# BRAND VALUE, MEASURED IN HUMAN CAPITAL

As more and more attention is being paid to your brand's digital presence, you can't afford to lose sight of the reality that your services business is founded on, driven by, and valued for its human capital. We live in a commercial world that has moved past the institutional anonymity of B2B, past the mass media of B2C, and on to the highly personalized B2H experience – business to human.

Even if yours is a business that focuses on companies and corporations, or NGO's and foundations, or factories and funds, you are still dealing with decision-makers who are individuals, people just like you. And what they want to know about your business is: you. Who are the people who drive your decisions? Who are the experts who deliver your services? What is the culture that nurtures your employees?

## Tell your story

A winning digital experience for any brand involves a smart balance between content creation and web and social channel functionality. But what will differentiate your brand is how you tell your story – that is, the story of your people.

Surprisingly, all too often, websites fail to offer interesting 'People' pages, showing instead only cold, sterile search functions of biographies written in the third person. It's a lost opportunity because these sections usually have the highest web traffic of interior pages. It's the place to celebrate your employees – which would catch the attention of people who want to do business with you and even come work for you.

## Give your people center stage

Living has helped financial, professional services and technology companies shine a spotlight on their most valuable asset: their people. This begins with developing a brand positioning strategy that aligns with your firm's values and reveals the human relationships that exist within your value proposition.

We look to highlight this 'human factor' of your firm by writing compelling first-person biographies, helping you plan reader-friendly blogs, crafting engaging social media posts, and designing webpages that deliver video, interactive and creative content – all this to draw upon the personalities of your team members.

LET'S GET  
TO KNOW



By revealing the people behind the brand, your company becomes relatable, its purpose understandable, its message deemed authentic.

# ARE YOU DETERMINED OR DISTRACTED?

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



# ASSET MANAGER RATINGS AND RANKINGS

Living Ratings 2020 Ranking	Living Ratings 2019 Ranking	IPE 100. 2020	Firm name	Score / 1,025	%	Category
1 ↑	4	37	Schroder Investment Management	915	89.27%	●
2 ↑	3	1	BlackRock	840	81.95%	●
3 ↑	36	63	Janus Henderson Investors	825	80.49%	●
4 ↑	25	43	MFS Investment Management	810	79.02%	●
5 ↓	2	23	DWS	805	78.54%	●
6 ↓	1	8	PIMCO	797	77.76%	●
7 =	7	78	Russell Investments	780	76.10%	●
8 ↑	38	27	Franklin Templeton Investments	775	75.61%	●
9 ↑	32	75	NN Investment Partners	750	73.17%	●
10 ↑	29	16	Nuveen	745	72.68%	●
11 ↑	41	4	State Street Global Advisors	715	69.76%	●
12 ↑	22	31	AllianceBernstein	712	69.46%	●
13 ↑	39	79	Baillie Gifford & Co.	710	69.27%	●
14 ↓	5	5	BNY Mellon Investment Management	709	69.17%	●
15 ↑	46	30	Allianz Global Investors	705	68.78%	●
16 ↓	13	5	Capital Group	695	67.80%	●
17 ↓	6	6	J.P. Morgan Asset Management	690	67.32%	●
18 ↑	58	44	Eaton Vance	689	67.22%	●
19 =	19	47	Columbia Threadneedle Investments	680	66.34%	●
20 ↑	23	18	Northern Trust Asset Management	677	66.05%	●
21 =	21	15	Wellington Management International	676	65.95%	●
22 ↑	57	66	Neuberger Berman	675	65.85%	●
23 ↑	55	2	Vanguard Asset Management	665	64.88%	●
24 ↑	44	41	Morgan Stanley Investment Management	663	64.68%	●
25 ↑	30	64	RBC Global Asset Management	662	64.59%	●
26 ↑	35	36	Federated Hermes	658	64.20%	●
27 ↓	14	13	Invesco	655	63.90%	●
28 ↓	17	3	Fidelity Investments	645	62.93%	●
29 ↑	64	102	Lord Abbett & Co.	642	62.63%	●
30 ↓	9	91	Lazard Asset Management	641	62.54%	●
31 ↑	77	38	Blackstone	640	62.44%	●
32 ↑	50	88	Eastspring Investments	638	62.24%	●
33 ↑	74	67	Fidelity International	633	61.76%	●
34 ↑	51	71	SEI	628	61.27%	●
35 ↓	27	10	Goldman Sachs Asset Management	620	60.49%	●
36 ↑	43	68	Barings	615	60.00%	●
37 ↓	18	54	Aviva Investors	612	59.71%	●
38 ↓	24	14	T. Rowe Price	610	59.51%	●
39 ↓	31	32	Dimensional Fund Advisors	595	58.05%	●
40 ●	N/A	24	PGIM Fixed Income	594	57.95%	●
41 ↓	36	95	KKR & Co.	593	57.85%	●
42 ↓	28	101	Pictet Asset Management	588	57.37%	●
43 ↑	83	34	MetLife Investment Management	585	57.07%	●
44 ↓	39	82	BMO Global Asset Management	580	56.59%	●
45 ↑	73	17	Natixis Investment Managers	570	55.61%	●
46 ↑	52	76	Mercer	568	55.41%	●
47 ↑	63	83	La Banque Postale Asset Management	565	55.12%	●
48 ↓	15	29	Aberdeen Standard Investments	560	54.63%	●
49 ↑	60	52	Charles Schwab Investment Management	555	54.15%	●
50 ↓	26	89	Voya Investment Management	545	53.17%	●

Energetic Determined Focused Lackluster

Living Ratings 2020 Ranking	Living Ratings 2019 Ranking	IPE 100. 2020	Firm name	Score / 1,025	%	Category
51 ↓	20	56	Credit Suisse Asset Management	540	52.68%	Focused
52 ↓	11	97	Guggenheim Investments	535	52.20%	Focused
53 —	NEW	72	Stifel	534	52.10%	Energetic
54 ↑	67	61	Aegon Asset Management	530	51.71%	Focused
55 ↓	34	21	AXA Investment Managers	525	51.22%	Energetic
56 ↓	42	50	Principal Global Investors	523	51.02%	Focused
57 ↑	93	26	Affiliated Managers Group	521	50.83%	Focused
58 ↑	70	94	SEB	520	50.73%	Focused
59 ↓	10	59	Macquarie Investment Management	515	50.24%	Focused
60 ↑	92	60	Manulife Investment Management	512	49.95%	Focused
61 ↑	62	22	Insight Investment	510	49.76%	Lackluster
62 ↑	85	35	New York Life Investment Management	505	49.27%	Focused
63 ↑	71	55	Western Asset Management Company	495	48.29%	Focused
64 ↑	78	20	UBS Asset Management	490	47.80%	Focused
65 =	65	87	Nikko Asset Management	488	47.61%	Focused
66 ↑	72	77	Ostrum Asset Management	486	47.41%	Focused
67 ↑	89	80	PGGM	485	47.32%	Lackluster
68 ↑	80	65	M&G Investments	484	47.22%	Energetic
69 ↑	81	58	Union Investment	476	46.44%	Energetic
70 ↑	79	33	APG Asset Management	475	46.34%	Focused
71 ↓	54	85	Nordea Investment Management	465	45.37%	Lackluster
72 ↓	66	46	Wells Fargo Asset Management	464	45.27%	Focused
73 ↓	33	11	Legal & General Investment Management	459	44.78%	Focused
74 ↓	69	84	Swiss Life Asset Managers	458	44.68%	Lackluster
75 —	NEW	93	The Carlyle Group	455	44.39%	Lackluster
76 =	76	70	Apollo Global Management	435	42.44%	Lackluster
77 ↓	68	45	HSBC Global Asset Management	434	42.34%	Lackluster
78 ↑	88	74	DekaBank	430	41.95%	Lackluster
79 ↑	99	96	The TCW Group	414	40.39%	Lackluster
80 ↓	45	28	BNP Paribas Asset Management	413	40.29%	Lackluster
81 ↓	47	12	PGIM	410	40.00%	Lackluster
82 ↑	90	69	MEAG	405	39.51%	Lackluster
83 ↓	53	9	Amundi	390	38.05%	Lackluster
84 ↓	75	86	Caisse de dépôt et placement du Québec	385	37.56%	Lackluster
85 ↓	61	81	Loomis, Sayles & Company	384	37.46%	Lackluster
86 ↓	56	62	Eurizon Asset Management	370	36.10%	Lackluster
87 ↑	91	51	Geode Capital Management	340	33.17%	Lackluster
88 ↓	59	40	Generali Investments	330	32.20%	Lackluster
89 ↓	86	92	Santander Asset Management	320	31.22%	Lackluster
90 ↓	82	100	Anima	300	29.27%	Lackluster
91 ↓	84	48	Nomura Asset Management UK	290	28.29%	Lackluster
92 ↓	48	57	Brookfield Asset Management	255	24.88%	Lackluster
93 ↑	94	73	Dodge & Cox	250	24.39%	Lackluster
94 —	NEW	90	Samsung Asset Management Co.	215	20.98%	Lackluster
95 ↑	98	49	Asset Management One International	190	18.54%	Lackluster
96 ↑	97	19	Sumitomo Mitsui Trust AM (SuMi TRUST)	188	18.34%	Lackluster
97 ↓	96	39	MUFG Asset Management	150	14.63%	Lackluster
98 —	NEW	53	Ping An Asset Management Co.	140	13.66%	Lackluster
99 ↑	100	99	E Fund Management Co.	105	10.24%	Lackluster

Note: We rated 99 firms in this year's report as Franklin Templeton Investments completed its acquisition of Legg Mason during our analysis.

Mellon and Dreyfus Cash Investment Strategies have been excluded from our analysis as BNY Mellon Investment Management was rated instead.

# FOLLOW THE #1 LEADERS

## Engagement and evidence: the leaders

Asset managers who 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 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

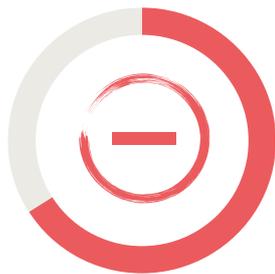
	Firm name	Engagement score (%)
1	Schroder Investment Management	80.85%
2	AllianceBernstein	80.21%
3=	Franklin Templeton Investments	79.79%
3=	Goldman Sachs Asset Management	79.79%
5	Russell Investments	78.72%
6	Lazard Asset Management	77.87%
7=	Janus Henderson Investors	77.66%
7=	DWS	77.66%
7=	Nuveen	77.66%
10	Northern Trust Asset Management	77.02%
11	BlackRock	76.60%
12=	MFS Investment Management	75.53%
12=	NN Investment Partners	75.53%
14	BNY Mellon Investment Management	75.32%
15	Columbia Threadneedle Investments	73.40%
16	PIMCO	71.70%
17=	Allianz Global Investors	70.21%
17=	Capital Group	70.21%
17=	J.P. Morgan Asset Management	70.21%
20	Morgan Stanley Investment Management	69.79%

## EVIDENCE

	Firm name	Evidence score (%)
1	Schroder Investment Management	96.40%
2	BlackRock	86.49%
3=	Janus Henderson Investors	82.88%
3=	PIMCO	82.88%
5	MFS Investment Management	81.98%
6	Baillie Gifford & Co.	80.18%
7	DWS	79.28%
8=	Russell Investments	73.87%
8=	Blackstone	73.87%
10=	Franklin Templeton Investments	72.07%
10=	Federated Hermes	72.07%
12=	NN Investment Partners	71.17%
12=	Eaton Vance	71.17%
14	State Street Global Advisors	70.27%
15	Wellington Management International	69.37%
16=	Nuveen	68.47%
16=	Neuberger Berman	68.47%
18	Allianz Global Investors	67.57%
19	Dimensional Fund Advisors	66.67%
20	Capital Group	65.77%

# THE NUMBERS THAT DEFINE ASSET MANAGERS: **ENGAGEMENT**

66%



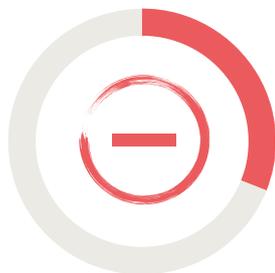
of websites provide strong **information architecture**.  
2019: N/A

15%



of websites have a high-quality **search functionality and results**.  
2019: 12%

31%



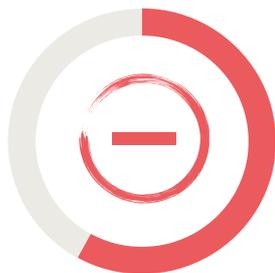
of websites offer a highly-intuitive **user experience**.  
2019: N/A

53%



of websites have a **document library** resource.  
2019: 54%

58%



of websites use **marketing automation or personalization**.  
2019: N/A

7%



of websites use **voice activated search**.  
2019: 2%

GG ONE OF THE BIGGEST IMPROVEMENTS HAS BEEN IN HIGH-QUALITY LINKEDIN CHANNELS, UP BY 16%

28%



of websites offer **intermediary tools**.  
2019: 31%

67%



is the average **SEO score** for websites.  
2019: 62%

61%



of firms have a high-quality **LinkedIn** channel.  
2019: 45%

36%



of firms are now active on **Instagram**.  
2019: 32%

63%



of firms have a high-quality **Twitter** channel.  
2019: 43%

30%



of firms have a **business-related app**.  
2019: 15%

# THE NUMBERS THAT DEFINE ASSET MANAGERS: EVIDENCE

44%



of firms state their **brand positioning** upfront on their website home page.  
2019: 38%

24%



of firms provide high-quality **fund & strategy pages**.  
2019: 26%

48%



of firms share **brand values** on their websites.  
2019: 37%

19%



of firms provide high-quality **fund manager profiles**.  
2019: N/A

38%



of firms have a prominent **diversity and inclusion** proposition.  
2019: 35%

30%



of firms have specific **gender-related** content.  
2019: N/A

# GG IT'S IMPERATIVE A FIRM REINFORCES ITS BRAND PURPOSE AND POSITIONING ON ITS HOME PAGE

61%



of firms provide a link to their **ESG policy**.  
2019: 55%

44%



of firms use **podcasts and audio** on their websites.  
2019: 32%

10%



of firms provide **case studies** on their websites.  
2019: N/A

51%



provide targeted content in a **blog**.  
2019: 42%

60%



demonstrate a clear **content strategy** on their websites.  
2019: 47%

48%



have a clear **social media strategy**.  
2019: 49%

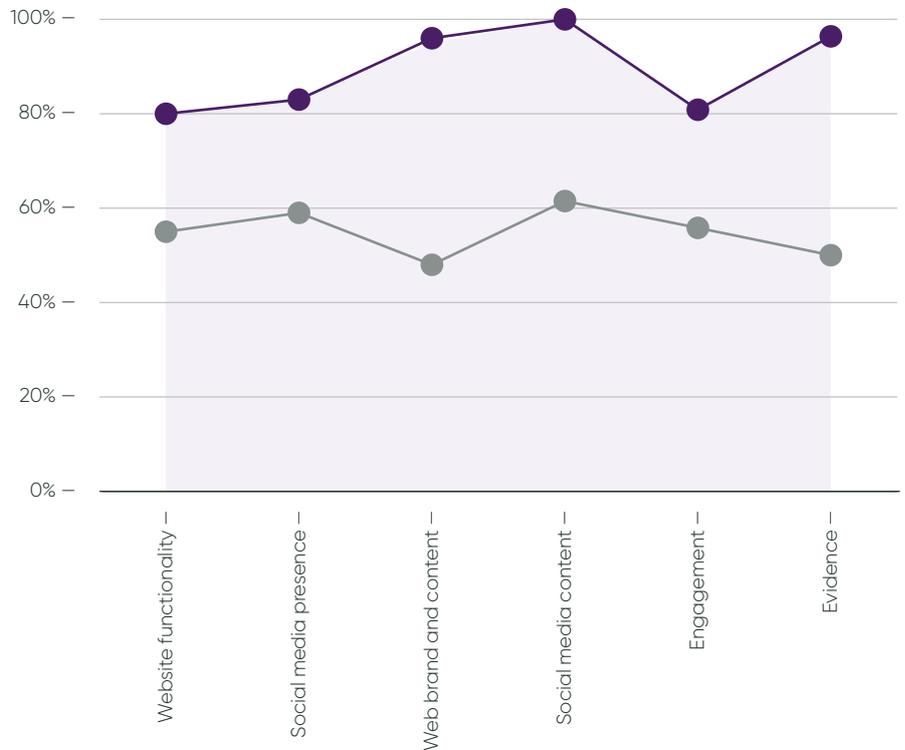
# 1 Schroders

schroders.com/en/uk/adviser/



- Schroder Investment Management
- Sector average

Classification:  
▶ Determined



Consistently in the top 5 since 2014, Schroders has earned the number 1 spot this year due to their exceptional content. The succinct main navigation is intuitive and clear, with larger drop down pictorial navigation to explore further. The emphasis of Hot Topics on the home page leads you through to content hubs. Their use of infographics to illustrate monthly economic data, which are then distributed via social media, are truly market-leading.

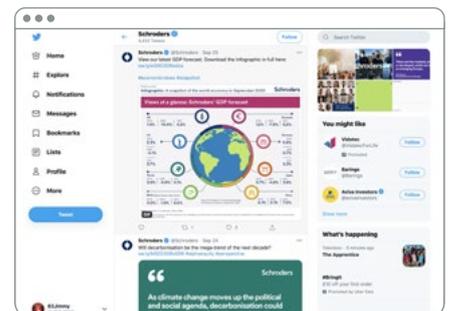
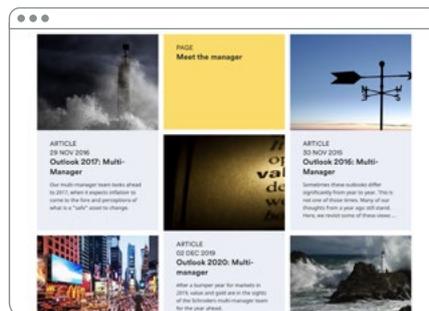
## KEY FEATURES

### Engagement

- ▶ Excellent predictive search and pictorial results
- ▶ Interactive and animated online surveys
- ▶ Clear, succinct primary navigation
- ▶ Strong use of social media channels

### Evidence

- ▶ Exceptional intermediary content
- ▶ Curated content delivered in focused hubs
- ▶ Superb use of infographics to illustrate monthly economic data
- ▶ Content is thoughtfully curated across social media



Images © Schroder Investment Management

# 2 BlackRock

blackrock.com/us/  
financial-professionals



- BlackRock
- Sector leader
- Sector average

Classification:  
▶ Determined



Since launching their new site over a year ago, it has gone on to be one of the best in the industry, as you would expect. Obviously they are known for ESG and their corporate sustainability that is embedded across their entire business, but they also have guidance for intermediaries on how to talk about ESG with their clients. Market leading tools and insight, plus a clear content strategy across all their social media channels, make BlackRock a true standout.

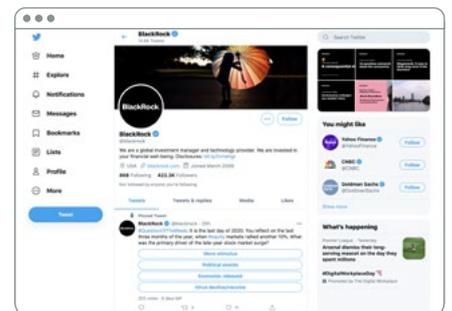
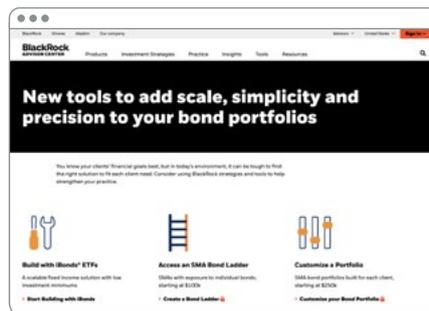
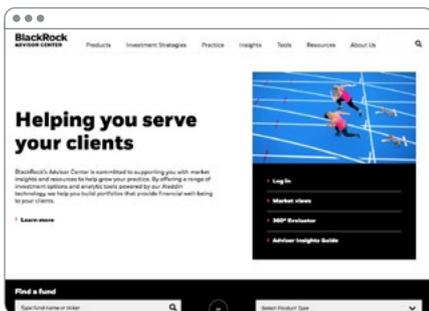
## KEY FEATURES

### Engagement

- ▶ Market-leading and useful online intermediary tools
- ▶ Clever use of website personalization and geolocation functionality
- ▶ Strategic use of social media channels
- ▶ Leading the way with voice activation

### Evidence

- ▶ Powerful ESG and corporate sustainability content across all channels
- ▶ Helpful and engaging content for each of the firm's target audiences
- ▶ Living Ratings' social media leader for 2020



Images © BlackRock

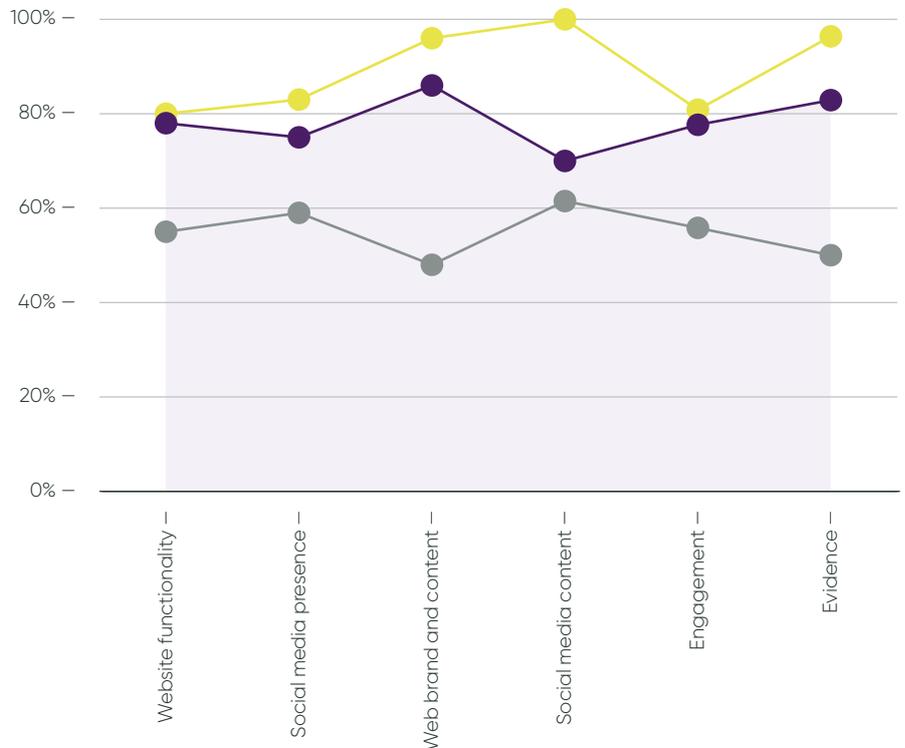
# 3 Janus Henderson

janushenderson.com/  
en-us/advisor



- Janus Henderson Investors
- Sector leader
- Sector average

Classification:  
▶ Determined



With a very strong score in Evidence, Janus Henderson's content has propelled them to third position. The site has quality education content presented in their Knowledge Labs area, a variety of client materials and a strong blog. Their intellectual capital and humanity really come across through the "meet our teams" area. Their purpose and vision is clear and the fund pages have manager videos as well as related content.

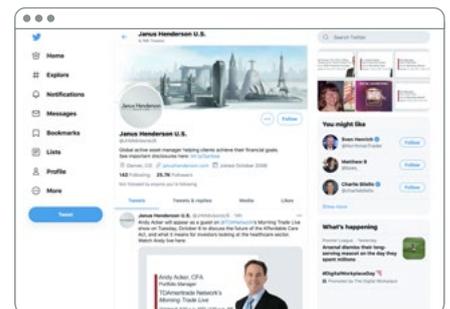
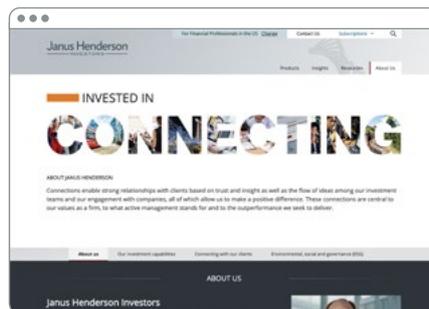
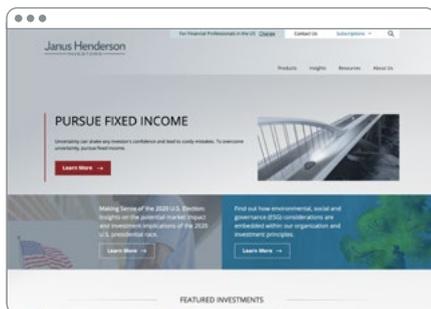
## KEY FEATURES

### Engagement

- ▶ Clear navigation and user experience
- ▶ Useful dedicated intermediary tools
- ▶ Smart use of marketing automation
- ▶ Strong use of different media, in particular, video

### Evidence

- ▶ Quality education content presented in their 'Knowledge Labs' area
- ▶ Excellent blogs used to deliver thought leadership
- ▶ Superb online fund and strategy pages
- ▶ Social media used to deliver research-led insights



Images © Janus Henderson Investors

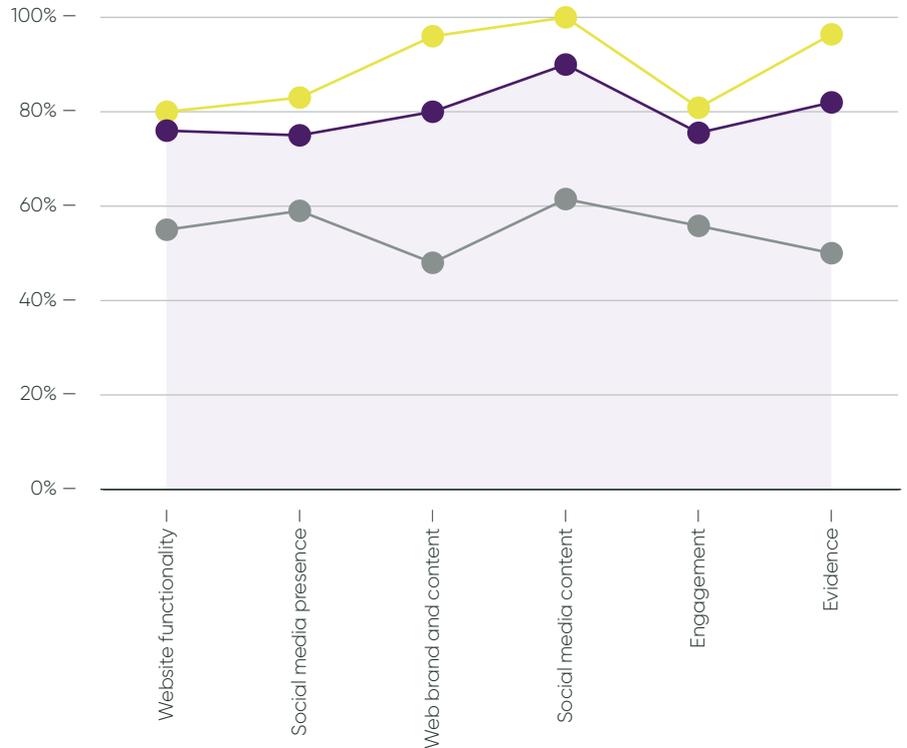
# 4 MFS

mfs.com/en-us/investment-professional.html



- MFS Investment Management
- Sector leader
- Sector average

Classification:  
▶ Determined



MFS puts its very distinct visual brand to good use with clear signposting around the various content hubs on the website. Excellent use of navigation (pictorial dropdown and well-designed home page) enables the user to find content effectively. Dedicated advisor pages, MFS Advisor Edge, provide dedicated tools and resources and the fund pages surface portfolio managers and their bios.

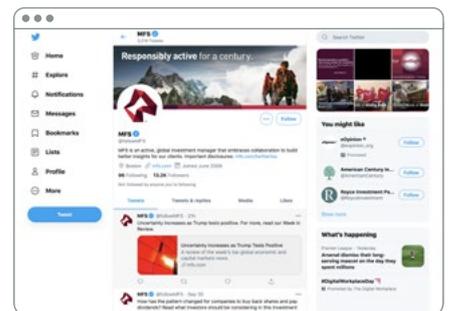
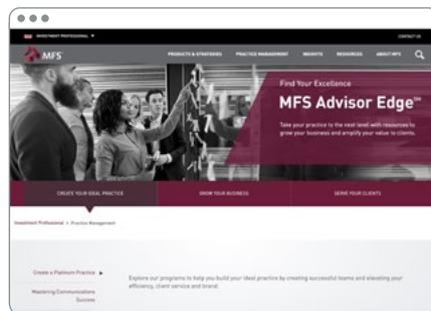
## KEY FEATURES

### Engagement

- ▶ Persona-driven content delivered through clever user profiling and geolocation technology
- ▶ Client-first information architecture and user experience
- ▶ Online tools specifically for intermediaries

### Evidence

- ▶ Strong dedicated advisor profiles and pages
- ▶ Helpful online content, including “Our Purpose” pages
- ▶ Well-designed fund pages
- ▶ The website is enhanced by design and use of their brand



Images © MFS Investment Management

# 5 DWS

dws.com/de



- DWS Group
- Sector leader
- Sector average

Classification:  
▶ Determined



A very distinctive digital presence with standout content and functionality. New this year is the podcast and webinar pages, clearly promoting their intellectual capital. The site also contains some of the best examples of people profiling in the Our Experts area. Exceptional ESG content and Global CIO Overview section, together with competent social media content, completes a bold and compelling experience.

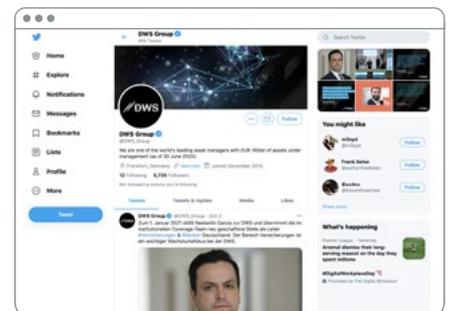
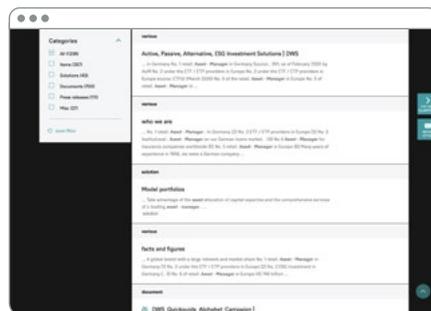
## KEY FEATURES

### Engagement

- ▶ Powerful and effective search functionality and results
- ▶ Rich multi-lingual online experience
- ▶ Strong SEO results

### Evidence

- ▶ Highly distinctive and brand-driven online experience
- ▶ Expertise and humanity surfaced across all digital experiences with superb people profiles
- ▶ Thought leadership and helpful insight at the heart of DWS' marketing strategy
- ▶ Compelling and authentic ESG content



Images © DWS Group

6

**PIMCO**

pimco.com/en-us/clients/financial-advisor



Classification:  
▶ Determined

**Key features**

- ▶ Intellectual capital surfaced throughout
- ▶ Dedicated Intermediary resources and tools
- ▶ Clear and easy to use navigation
- ▶ Strong search functionality and results

7

**Russell Investments**

russellinvestments.com/us



Classification:  
▶ Determined

**Key features**

- ▶ Distinctive brand-driven experience
- ▶ Thoughtful and engaging intermediary content
- ▶ Market-leading blogs and commentary
- ▶ Carefully curated fund content

8

**Franklin Templeton**

franklintempleton.com/advisor



Classification:  
▶ Determined

**Key features**

- ▶ An intuitive online user experience
- ▶ Quality advisor education hub
- ▶ Positive gender-related web content
- ▶ One of the social media leaders

9

**NN Investment Partners**

nnip.com/en-INT/professional



Classification:  
▶ Determined

**Key features**

- ▶ Clear brand positioning upfront
- ▶ Quality fund and strategy content
- ▶ Strong SEO score results
- ▶ Client-first and thoughtful social media content

10

**Nuveen**

nuveen.com/en-us



Classification:  
▶ Focused

**Key features**

- ▶ Market-leading fund pages
- ▶ Compelling "Impact, purpose and insights" section
- ▶ Standout manager profiles
- ▶ Excellent use of social media

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

**Please get in touch to arrange a meeting.**

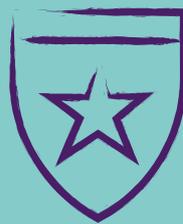
# OPPORTUNITY KNOCKS

Despite the upheaval experienced in 2020, the asset management sector has improved its brand and digital intelligence. That said, here are some of the opportunities we see for asset managers to continue this upward momentum:



## 1. HUMANITY

Bring people to the fore to bridge the 'humanity' gap, demonstrate your intellectual capital and attract and retain the best talent.



## 2. BRAND

Continue to invest in your firm's North Star. It will guide clients and your colleagues, and influence prospective clients and employees.



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### 3. DIVERSITY AND INCLUSION

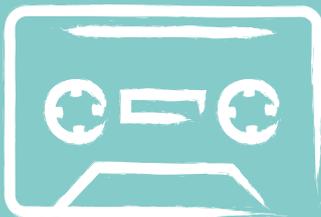
Don't shy away from this issue and be transparent about what your firm is doing to create a balanced and fair workplace.



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### 4. ESG

Don't let your policy be interpreted as lip service. Demonstrate how ESG is integrated into your investment process, products, solutions and culture.



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### 5. MIX IT UP

Create a change of pace across all your content types and don't be afraid to try new technologies or channels. Just think how we've all learned to incorporate new virtual meeting apps in our workday.



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### 6. CONTENT AGILITY

Have a strategy in place that will allow your firm to act quickly and pivot to the issues that matter to your investors and prospective clients.

# 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.

## GET IN TOUCH...



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# CREATING

# DIFFERENCE

## About Living

At Living we blend our deep sector knowledge, uncompromised thinking and award-winning creativity to help our clients in the financial, professional services and technology sectors create difference through branding expressions that engage, digital experiences that disrupt, and integrated advertising campaigns that drive results.

## What defines us

Our specialists' deep understanding of our clients' sectors means we challenge thinking and perception, inspire excitement and ambition, and help to deliver rewarding outcomes. In a world that is always changing, content rich and visually crowded, we empower our clients to communicate their difference and stay ahead.

## What we do

### Engaging branding

Our creative teams in New York, London and Hong Kong deliver award-winning ideas with proven results, driving your business performance with strategic thinking,

brand creation and enhancement, and stand-out messaging. We fuse these key elements together to generate highly effective visual and verbal expressions of your firm.

### Disruptive digital

Our digital team connects your brand and your audiences. Around the world. Around the clock. We build seamless brand experiences online, using bespoke information architecture, engaging design and cutting-edge technology across multiple devices and platforms.

### Integrated campaigns

We can help transform your brand objectives into tangible business benefits – stimulating dialogue, lifting your profile, prompting consideration,

and spurring action. We research, plan and execute advertising and social media campaigns worldwide, applying distinctive ideas and creative, backed by relevant analytics to measure your success.

### Creating difference for our people and communities

We don't just make a difference for our clients. We also make a difference for the talented people on our teams and the communities where we work. We have an open and collaborative culture that gives our people room to thrive. We encourage passionate, free-thinking ideas that challenge the conventional and celebrate individualism and diversity.





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