

# C-Suite Asset Manager Survey 2020: Outsourcing, efficiency improvements, and new product developments accelerate industry change

In the second half of 2020, BBH held senior-level discussions with 50+ CEOs, CFOs, COOs, and senior executives. The respondents represent a wide spectrum of global asset managers including large, multinational asset allocators and smaller, boutique firms. In aggregate, these C-suite interviewees oversee more than \$18 trillion assets under management (AUM), in a variety of strategies, domiciles, and wrappers, and more than 115,000 global employees. The results of our conversations include:

## The Challenge

### Expense ratios



### The economy and revenue retention

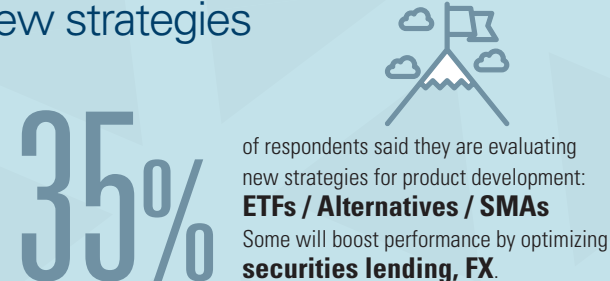


### How to drive down cost

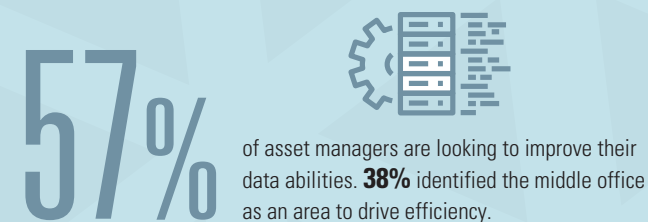


## The Response

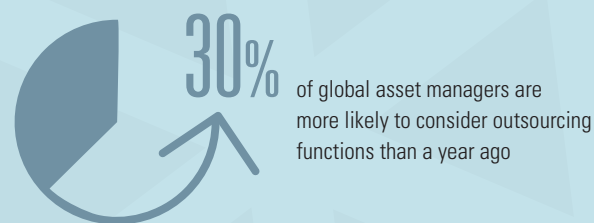
### New strategies



### Data and the middle office



### Outsourcing



## A New Way of Working

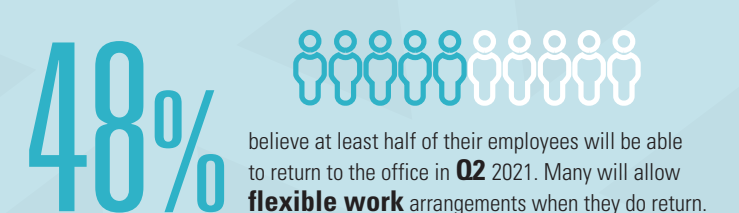
### Digital engagement



### Remote work works



### Q2 2021 return to office



BBH Data as of 2020