

Survey casts wider net to gain deeper detail

Now in its fifth year, PWM's European sub-advisory annual survey can count on a well established and diversified panel of decision-makers of major retail and private banks, insurance companies and fund houses. This year we have also extended the geographical coverage of the study.

The 90 respondents and interviewees to our questionnaires and in-depth telephone interviews are from institutions covering all the major Western and Central European countries, including Austria, Belgium, Czech Republic, France, Greece, Italy, Luxembourg, Poland, Spain,

Switzerland and UK. Senior managers of firms in the Scandinavian countries, Hungary, Israel and Latvia also gave their valuable contribution.

In addition to naming sub-advisers and disclosing what asset classes they currently outsource and are planning to outsource in the future, respondents were asked to rank their criteria for selecting sub-advisers and the major barriers to outsourcing.

Fifty-four of this year's panellists employ external managers on a sub-advisory basis to manage a total sum of around €135bn.

AUSTRIA

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Carl Spängler KAG	Investment Funds Company (KAG)	Yes	€3.9bn/ €1.3bn	Focus on core competency; search for higher alpha; enhanced offering to clients	Management team; investment style; product development	Bonds; mixed assets
Sub-advisers: Crédit Agricole AM, ERSTE Sparinvest, INNOVEST, Oppenheim						
C-Quadrat KAG	Asset manager	Yes	€5bn/€650m	Competitive differentiator; search for higher alpha; enhanced offering to clients	Investment style; product development; management team	Equity; bonds
Sub-advisers: ARTS Asset Management						
Erste Sparinvest	Asset manager	Yes	€28.9bn/ n/a	Focus on core competency; enhanced offering to clients; competitive	n/a	n/a
Sub-advisers: n/a						
Hypo-Kapitalanlage GmbH	Asset manager & mutual fund company	Yes	€4.1bn/ €4.1bn	Focus on core competency; reduced fixed costs; competitive	n/a	Bonds; equity; hedge funds; mixed assets
Sub-advisers: Banca del Gottardo, Bank Sarasin & Cie, Bankhaus Carl Spängler & Co, Dr. Jens Ehrhardt Kapital, Hypo Capital Management, Hypo Tirol Bank, Hypo-Alpe-Adria, Hypo-Alpe-Adria Bank, Invesco Asset Management Österreich, LBBW Asset Management, Oppenheim Capital Management, Portfolio Invest Anlageberatung, Union Bancaire Privée, UNIQA Alternative Investments, Vorarlberger Landes-und Hypothekenbank, Wiener Privatbank Immobilieninvest						
Innovest KAG	Asset manager	Yes	€4bn/ n/a	Reduced fixed costs; reduced investment management risk; enhanced offering to clients	n/a	None
Sub-advisers: n/a						
Raiffeisen Capital Management	Asset manager	Yes	€40bn/ €2.5bn	Focus on core competency; enhanced offering to clients; funds specifically tailored to client's needs	Investment style; long-term consistent fund performance; management team	Global, regional & sector equity; emerg. mkts equity; emerg. mkts fixed income; hedge funds
Sub-advisers: AIG, Capital International, K2 Investment Management, Wellington						

BELGIUM

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Barriers to sub-advisory	Top three selection criteria	Outsourced products
KBC	Asset manager	No	€153bn/ n/a	Concerned about loss of control	n/a	n/a
Sub-advisers: n/a						

» CZECH REPUBLIC

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Barriers to sub-advisory	Top three selection criteria	Outsourced products
ATLANTIK Asset Management	Asset manager	No	€160m/ n/a	Happy with in-house investment management capability; cost for setting up sub-advisory operation is too high; fees are too high	n/a	n/a
Sub-advisers: n/a						
Conseq Investment Management	Asset manager	No	n/a / n/a	Happy with in-house investment management capability; prefer the flexibility of fund distribution; client demand is not so large	n/a	n/a
Sub-advisers: n/a						
Investicni kapitalova spolecnost (IKS)	Asset manager	No	€3.2bn (Czech Rep.)/ n/a	No barriers in outsourcing within the group	n/a	Strategic allocation and global stocks excl.CEE; guaranteed funds; principle protected funds
Sub-advisers: Internal: LYXOR AM, Société Générale AM, Société Générale AM Alternative Investments						
Investicni spolecnost Ceske sporitelny	Asset manager	No	€5bn/ €410m	n/a	Parent company	Guaranteed products; total return
Sub-adviser: Internal: Erste Sparinvest KAG						
Pioneer Investments	Asset manager	No	€643m (Czech Rep. & Lux.)/ n/a	Happy with in-house investment management capability	n/a	n/a
Sub-advisers: n/a						

» FRANCE

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Aviva Gestion d'Actifs	Life insurance company	Yes	€75bn/€1.2bn	Competitive differentiator; focus on core competency; funds specifically tailored to client's needs	Long-term consistent fund performance; management team; investment style	Balanced funds; international equities
Sub-advisers: Opensfer, UFF multi talents, Victoire multigestion, Victoire multigestion actions internationals						
BNP Paribas FUNDQUEST	Asset manager	Yes	€47bn (global)/ €2.6bn	Enhanced offering to clients; focus on core competency; funds specifically tailored to client's needs	Good reputation and track record; long-term consistent fund performance; investment style	Emerg. mkt bonds; US eq.: Mid cap, small, value; US bonds: high yield; Europe eq.: all cap blend, value, core; Equities: Glob, Ger, Australia, Jap small cap; Sector equities: glob tech & environment
Sub-advisers: Alliance Bernstein, AXA Rosenberg, Carnegie AM, Dr Jens Erhardt, Hyperion AM, Impax, IT Asset Management, Lehman Brothers MFS, Neuberger Berman, Optimum Investment Advisors, Pzena IM, Sumitomo Mitsui AM						
Crédit Agricole Asset Management	Asset manager	Yes	€508.2bn (global)/ n/a	Search for higher alpha; focus on core competency; funds specifically tailored to client's needs	Search for higher alpha; focus on core competency; funds specifically tailored to client's needs	n/a
Sub-advisers: n/a						
LCF Rothschild	Private bank/wealth manager	No	n/a / n/a	Barriers: Prefer the flexibility of fund distribution	n/a	n/a
Sub-advisers: n/a						
Louvre Gestion	Asset manager	Yes	€3bn / n/a	Search for higher alpha; focus on core competency; enhanced offering to clients	Long-term consistent fund performance; Management team; Investment style	Bond; equity; alternative fund
Sub-advisers: BlackRock, CCR Actions, Comgest, Gartmore IM, Goldman Sachs AM, HRIL (HSBC Republic Investments Limited), Legg Mason, Odey AM, PIMCO, Polunin Capital Partners, Wellington						
Natexis Asset Management	Asset manager	Yes	€374bn/€1.1bn	Focus on core competency; search for higher alpha; enhanced offering to clients	Long-term consistent fund performance; management team; investment style	Equity: US and Europe
Sub-advisers: Delaware Investments, Metropolitan West CM, (internal: Westpeak)						

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
OFI Asset Management	Asset manager	Yes	€17.6bn/ €844m	Search for higher alpha; enhanced offering to clients; Ucits III legislation	Management team; investment style; long-term consistent fund performance	Equity: Global Chinese, Japanese, East European, US, India, Brazil, Russia; Japanese Convertible; Europe SRI
Sub-advisers: Baron Capital Management, Charlemagne Capital, Comgest, de Pury Pictet Turrettini & Cie, Dreman Value Management, Driehaus CM, East Capital, Edgewood Management, F&C Investments, Invest Asia AM, Kempen CM, Kinetics AM, Lloyd George, MACIF Gestion, Raiffeisen Capital Management (RCM), Stelphia AM, Third Avenue Management, Turner Investment Partners						
Société Générale Asset Management	Asset manager	Yes	€340bn/ €6.8bn	Enhanced offering to clients; funds specifically tailored to client's needs; search for higher alpha	Good reputation and track record; management team; long-term consistent fund performance	Hedge fund; multi-manager; global equity; alternative
Sub-advisers: Arnhold & S. Bleichroeder, Caxton, Highbridge, Renaissance, Russell Investments						

» GREECE

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Barriers to sub-advisory	Top three selection criteria	Outsourced products
Alpha Trust Investment Services	Asset manager and investment services	No	€1.3bn (Greece & UK)/ n/a	Happy with in-house investment management capability; concerned about implications to brand and client relationship; prefer the flexibility of fund distribution	n/a	n/a
Sub-advisers: n/a						
Eurobank EFG	Private bank/wealth manager	No	€8.2bn (Greece & Lux)/ n/a	Fees are too high; concerned about implications to brand and client relationship; concerned about loss of control	n/a	n/a
Sub-advisers: n/a						
Eurobank EFG Asset Management SA	Asset manager	No	€1.5bn (Greece & SEEurope)/ n/a	Client demand is not so large; concerned about loss of control; happy with in-house investment management capability	n/a	n/a
Sub-advisers: n/a						
Emporiki Asset Management MFMC	Asset manager	No	€2bn/ n/a	No barriers	n/a	n/a
Sub-advisers: n/a						
New Mellon Asset & Wealth Management SA	Asset manager	No	€30m/ n/a	No barriers	n/a	n/a
Sub-advisers: n/a						
Piraeus Asset Management MFMC	Asset manager	No	€1.1bn/ n/a	Prefer the flexibility of fund distribution; concerned about implications to brand and client relationship	n/a	n/a
Sub-advisers: n/a						

» HUNGARY

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Generali Asset Management Co.	Asset manager	Yes	€1.9bn (global)/ €113m	Funds specifically tailored to client's needs; focus on core competency	Long-term consistent fund performance; product development; fee level	Structured product; Equity: global and Balkan
Sub-advisers: BNP Paribas AM, Crédit Suisse AM, DWS, East Capital, ING, JP Morgan AM, Société Générale AM						
ING Investment Management	Asset manager	No	€3.5bn/ n/a	Barriers: Happy with in-house investment management capability; prefer the flexibility of fund distribution; concerned about loss of control	n/a	n/a
Sub-advisers: n/a						

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
K&H Investment Fund Management	Asset manager	No	€2.7bn/ n/a	Barriers: Happy with in-house capability; client demand is not so large; buying funds is most efficient; cost for setting up sub-advisory operation is too high	n/a	n/a
Sub-advisers: n/a						
OTP Fund Management	Asset manager	Yes	€6bn/€210m	Enhanced offering to clients; funds specifically tailored to client's needs; focus on core competency	Top quartile and long term consistent fund performance; fee level; good reputation and track record	Equity; global and global emerging markets
Sub-advisers: n/a						

» ISRAEL

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Excellence Nessuah Mutual Funds	Asset manager	No	€0.64bn/ n/a	Barriers: Concerned about loss of control; fees too high; cost for setting up sub-advisory operation is too high	n/a	n/a
Sub-advisers: n/a						
Meitav Investment House	Asset manager	No	€2bn/ n/a	Barriers: Happy with in-house capability; concerned about implications to brand and client relationship; client demand is not so large	n/a	n/a
Sub-advisers: n/a						
Poalim Asset Management (PAM)	Asset manager/global distributor	Yes	€1.5bn/€700m	Focus on core competency; reduced investment management risk; enhanced offering to clients	Long-term consistent fund performance; investment style; risk management	Multi-manager
Sub-adviser: Russell Investments						
PRISMA Investment House	Asset manager	Yes	€9bn/€15.6m	Enhanced offering to clients; search for higher alpha; funds specifically tailored to client's needs	Fund rating; management team; long-term consistent fund performance	Equity; European large cap, Japanese, US large cap; European bonds
Sub-advisers: Capital International, Credit Suisse AM, Goldman Sachs AM, UBS, Wellington						

» ITALY

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
ARCA SGR	Asset manager	Yes	€30.5bn/ €412m	Funds specifically tailored to client's needs; focus on core competency; enhanced offering to clients	Product development; product range; good reputation and track record	Total return; global bond; equity; capital guarantee
Sub-advisers: BNP Paribas AM, Crédit Agricole AM-Credit Suisse AM, Generali AM, Julius Baer AM, Morgan Stanley IM, Pictet						
BNP Paribas Asset Management SGR	Asset manager	No	€17.4bn (Italy & sub-adviser assets)/ (€4bn)	Barriers: Cost for setting up sub-advisory operation is too high; fees are too high	ESG (Environment, Social, Governance) fee level; risk management	(Foreign equities; total return; funds of hedge funds; multi-manager platform)
Sub-advisers: Internal: BNP Paribas AM, Fauchier Partners, Fischer Francis Trees & Watts, Fundquest						
Crédit Agricole Asset Management SGR	Asset manager	No	€26bn (global/crossborder)/ n/a	Barriers: Happy with in-house investment management capability	n/a	n/a
Sub-advisers: n/a						
Carige SGR	Retail bank	Yes	€7bn/€274m	Search for higher alpha; competitive differentiator; enhanced offering to clients	Long-term consistent fund performance; top quartile fund performance; management team	Balanced; international bond; international equity
Sub-advisers: CDC IXIS, West Asset Management						
Eurizon Capital	Asset manager	Yes	€191bn/€40m	Search for higher alpha; enhanced offering to clients; competitive differentiator	Partnership; management team; long-term consistent fund performance	Equity; Asia Pacific ex-Japan
Sub-adviser: Fullerton						

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Fideuram Investimenti	Asset manager	Yes	€60bn/ €3bn	Search for higher alpha; enhanced offering to clients; funds specifically tailored to client's needs	Long-term consistent fund performance; good reputation and track record; fund rating	Global stock picker, tactical asset allocation, 130/30 fund; Balanced fund with top down approach; funds of hedge funds
Sub-advisers: GLG, Goldman Sachs AM, Man Investments						
Generali Investments	Asset manager	No	€100bn (global) /n/a	Barriers: none	n/a	n/a
Sub-advisers: n/a						
Intesa Sanpaolo Private Banking	Private bank/ wealth manager	No	€78bn (Italy, Lux, Switz)/ n/a	Barriers: Prefer the flexibility of fund distribution; happy with in-house capability; delegation of fund management a weakness	n/a	n/a
Sub-advisers: n/a						
Monte Paschi Asset Management SGR	Asset manager	Yes	€33.3bn (Italy & Ireland)/€24.9m	Focus on core competency; reduced fixed costs; enhanced offering to clients	Good reputation and track record; brand; fund rating	Real estate equity
Sub-adviser: Morgan Stanley IM						
Optima	Asset manager	No	€4.5bn (Italy)/ n/a	Barriers: Prefer the flexibility of fund distribution; client demand is not so large; fees are too high	n/a	n/a
Sub-advisers: n/a						
Pioneer Investment Management	Asset manager	Yes	€136bn/€374m	Focus on core competency; competitive differentiator; search for higher alpha	Long-term consistent fund performance; good reputation and track record; investment style	Equity: Latin America and global ex Europe
Sub-advisers: Banco Santander, Capital International						

LATVIA

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Barriers to sub-advisory	Top three selection criteria	Outsourced products
Parex Asset Management IPAS	Asset manager	No	€647.3m/ n/a	Barriers: none	n/a	n/a
Sub-advisers: n/a						

LUXEMBOURG

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
CMI Asset Management (Luxembourg) SA	Life insurance company/ asset manager	No	€6bn (global)/ €6bn	Barriers: Reduced fixed costs; search for higher alpha; reduced investment management risk	Management team; investment style; fee level	(Equity: German, Cont European, Global, UK, US, Jap, Pac basin; Bond: Jap, UK, Euro, US, global; Global mixed; Currency reserve: USD, Euro, Sterling; Equity index tracking: US, UK, Euro, Jap; 80% guaranteed (equity/cash))
Sub-adviser: Internal: Insight Investment						
Ikano Fund Management (Luxembourg)	Multi-manager investment company	Yes	€4bn (global)/ n/a	Monitoring of external managers gives access to a greater universe; focus on core competency; reduced fixed costs	Investment style; long-term consistent fund performance; management team	Equity: value oriented, active US small cap, US mid cap, US growth oriented, UK mid cap, active Jap, core oriented EU; Bonds: active short term, active global, active EU, active US High yield; Danish mortgage bonds; active unconstrained
Sub-advisers: Brandes Investment Partners, Brandywine, Cortina AM, Crédit Agricole AM, Dexia Asset Management, Eagle Asset Management, Kinetics AM, Lord Abbett, New Star, Nykredit, OFI Asset Management, Post Advisory Group, Putnam Investments, Sands Capital Management, SVM Asset Management, T&D Asset Management, TCW Cowen Asset Management, TT International IM, Wells Capital Management						

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
ING Private Capital Management	Asset manager	Yes	€4bn / €1.5bn	Search for higher alpha; focus on core competency; enhanced offering to clients	Investment style; top quartile fund performance; long-term consistent fund performance	Equity: mid cap Europ, US large and mid cap; multistrategy/multimanagers fund of hedge fund; multimanagers L/S equity FoHF and relative value FoHF; passive currency overlay
Sub-advisers: n/a						
Nordea Investment Funds	Asset manager	Yes	€4.7bn (Lux)/ €2.8bn	Search for higher alpha; enhanced offering to clients; focus on core competency	Product range; management team; good reputation and track record	Equity: European GARP, North American value all-cap, IT sector, European value all cap; European High Yield
Sub-advisers: Ashburton, Capital Four Management, European Value Partners, Private Capital Management, Wellington						
Sparinvest S.A. Luxembourg	Asset manager	No	€16.3bn (global/cross-border)/ n/a	n/a	n/a	n/a
Sub-advisers: n/a						

» NORDIC

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Danske Capital	Asset manager	Yes	€76bn/€10bn	Focus on core competency; enhanced offering to clients; funds specifically tailored to client's needs	Long-term consistent fund performance; management team; top quartile fund performance	n/a
Sub-advisers: Aberdeen, AllianceBernstein, BlackRock, Daiwa SB Investments, Franklin Templeton, Gartmore IM, Generation, HSBC, ING, JP Morgan AM, Martin Currie, Newton, PIMCO, Raiffeisen Capital Management (RCM), Robeco, Schroders, SSgA, Sterling						
Evlí Investment Management	Private bank/wealth manager/life insurance company/asset manager	Yes	€5.9bn/€440m	Focus on core competency; funds specifically tailored to client's needs; enhanced offering to clients	Investment style; long-term consistent fund performance; management team	Equities, global infrastructure, climate change equity; emerging markets bonds
Sub-advisers: Axa Rosenberg, Lazard AM, Sustainable Asset Management (SAM), Sydbank						
Handelsbanken Asset Management	Asset manager	Yes	€28bn/€64.2m	Search for higher alpha; funds specifically tailored to client's needs; reduced investment management risk	Long-term consistent fund performance; top quartile fund performance; good reputation and track record	Fund of hedge funds; Private Equity; Funds of funds
Sub-adviser: Partners Group						
Länsförsäkringar	Asset manager	Yes	€16bn/ €16bn	Reduced fixed costs; search for higher alpha; reduced investment management risk	Management team; investment style; investment structure	Equity: Asia ex Jap, Europe, UK, US, Sweden, emerg markets; Bond: UK, EMU, Sweden, US; alternatives; real estate
Sub-advisers: Aberdeen, ABN, AIG, BGI, Crédit Agricole AM, Charlemagne Capital, Handelsbanken, ING, Lazard AM, Legg Mason, Martin Currie, Rexiter, Société Générale AM, Vanguard						
Pohjola Asset Management	Asset manager	Yes	€31bn (Finland)/ €910m	Focus on core competency; enhanced offering to clients; competitive differentiator	Long-term consistent fund performance; top quartile fund performance; management team	Emerging equity and debt; capital guaranteed funds
Sub-advisers: Crédit Agricole AM, Fidelity, JP Morgan AM, PIMCO						
SEB Wealth Management	Private bank/wealth manager	Yes	€110bn (cross-border)/ €1.2bn	Focus on core competency; enhanced offering to clients; reduced fixed costs	Management team; investment style; top quartile fund performance	Equity: Asia, emerg mkt, Jap, US large cap, Swedish; Hedge funds of funds; Hedge funds
Sub-advisers: Catella Kapitalförvaltning, DLIB Asset Management (DIAM), Enter Kapitalförvaltning, Partners Group, Schroder IM, Treedale, Wellington						

» POLAND

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Idea TFI	Asset manager	Yes	€1.1bn/€110m	Reduced fixed costs; enhanced offering to clients; focus on core competency	Brand; fee level; fund rating	Equity: Polish and international; global ETF
Sub-adviser: Dom Maklerski IDMSA						

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
KBC Towarzystwo Funduszy Inwestycyjnych	Asset manager	No	€2.2bn/n/a	n/a	Happy with in-house investment management capability; delegation of fund management is a weakness; concerned about loss of control	n/a
Sub-advisers: n/a						
Noble Bank	Private bank/wealth manager	Yes	€1.03bn/n/a	Search for higher alpha; funds specifically tailored to client's needs; competitive differentiator	Good reputation and track record; fee level; fund rating	n/a
Sub-advisers: n/a						
Skarbiec TFI	Asset manager	No	€1.3bn (global)/n/a	Barriers: Happy with in-house investment management capability	n/a	n/a
Sub-advisers: n/a						

SPAIN

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Ahorro Corporación Gestión	Financial services group	Yes	€14bn/€900m	Enhanced offering to clients; funds specifically tailored to client's needs; focus on core competency	Product range; brand; value added services such as marketing support and education	All asset classes
Sub-advisers: BNP Paribas AM, Crédit Agricole AM, Credit Suisse AM, Fidelity, Franklin Templeton, JP Morgan AM, Pictet, Schroders, Société Générale AM						
Allfunds Bank	Global distributor	No	€30bn/n/a	n/a	n/a	n/a
Sub-advisers: n/a						
Allianz Seguros	Life & non-life insurance	No	€9bn (Spain)/n/a	Barriers: Happy with in-house capability (Allianz Group Top Asset Mgr); complexity of liabilities + accounting restrictions to be met; concerned about loss of control	n/a	n/a
Sub-advisers: n/a						
Altae Banco Privado	Private bank/wealth manager	No	€5.6bn (Spain)/n/a	Barriers: Happy with in-house investment management capability; prefer the flexibility of fund distribution; concerned about implications to brand and client relationship	n/a	n/a
Sub-advisers: n/a						
Banco Banif	Private bank/wealth manager	Yes	€25bn/n/a	Enhanced offering to clients; competitive differentiator; search for higher alpha	Long-term consistent fund performance; management team; good reputation and track record	Equity: European value, global growth; Funds of hedge funds
Sub-advisers: All Funds Bank/Goldman Sachs AM, Fairfield Greenwich Group (FGG), Goldman Sachs AM, Invesco AM, Optimal						
BBVA Asset Management	Asset manager	No	€130bn/n/a	Barriers: Client demand is not so large; prefer the flexibility of fund distribution; delegation of fund management is a weakness	n/a	n/a
Sub-advisers: n/a						
Ibercaja Gestion SGIIC SA	Asset manager	Yes	€6bn/€40m	Capital guarantee with active management	Top quartile fund performance; risk management; value added services such as marketing support and education	Mixed (bonds, equities and FX)
Sub-adviser: Crédit Agricole AM						

SWITZERLAND

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Altis Investment Management	Asset manager	Yes	€14bn/n/a	We are a dedicated multi-manager	Long-term consistent fund performance; management team; investment style	n/a
Sub-advisers: n/a						

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
Bank Julius Baer	Private bank/wealth manager/asset manager	Yes	€110bn (BJB AM global)/€810bn	Enhanced offering to clients; focus on core competency; competitive differentiator	Top quartile fund perf; good rep and track record; no public funds under advisers' name distributed publicly in Cont'l Europe	Equity: US, Emerging Europe Commodity; infrastructure; natural resource
Sub-advisers: n/a						
Bank Sarasin & Co.	Private bank/wealth manager	Yes	€50bn (global)/€455m	Search for higher alpha; funds specifically tailored to client's needs; enhanced offering to clients	Long-term consistent fund performance; management team; investment style	Value-based Swiss small and mid caps
Sub-adviser: VV Vorsorge Vermögensverwaltung AG						
Banque SYZ & Co.	Private bank/wealth manager	Yes	€19.1bn (global)/€529m	Superior investment performance to complement our in-house strengths and enhance our brand; search for higher alpha; focus on core competency	Long-term consistent fund performance; management team; good reputation and track record	Equity: US, Japan, Emerging markets, global, Italian, Technology, Oncology
Sub-advisers: Adamant Biomedical, Alliance Capital, Artisan Partners, Banca Ifigest, F. Pictet & Partners, Morant & Wright, Nuveen NWQ, OppenheimerFunds, Thornburg Investment Management						
BSI	Private bank/wealth manager	Yes	€40.1bn (global/cross-border)/€2.2bn	Enhanced offering to clients; funds specifically tailored to client's needs; focus on core competency	n/a	Equity: global and US; Funds of hedge funds
Sub-advisers: BlackRock, Investec IM, Thalia						
LGT Capital Management	Asset manager	Yes	€15.3bn (global)/€1.9bn	Focus on core competency; search for higher alpha; enhanced offering to clients	Management team; investment style; risk management	Multimanager: Bond emerg mkts, high yield, Asia ex Jap, emerg market, Eur, Jap, North America
Sub-advisers: n/a						
Lombard Odier Darier Hentsch & Cie	Private bank/wealth manager	Yes	€100bn/n/a	Search for higher alpha; enhanced offering to clients; competitive differentiator	Management team; investment style; risk management	Equity: glob, gold eq, Asia ex Jap, US growth, US blend, Glob sustainable, glob growth, glob value, emerg, Jap eq core, Infrastructure, Healthcare
Sub-advisers: Aberdeen, BlackRock, DIAM, Generation, Konwave, Legg Mason, Lloyd George, Lotsoff, Macquarie, Pzena IM, Tocqueville, Turner Investment Partners, Van Eck, William Blair						
Pictet & Cie	Private bank/wealth manager	Yes	€260bn(global)/€2.7bn	Focus on core competency; reduced investment management risk; search for higher alpha	Long-term consistent fund performance; good reputation and track record; investment style	Equity: US large cap growth, biotech
Sub-advisers: Sectoral AM, Waddell & Reed						
Swisscanto Asset Management	Asset manager	Yes	€37.9bn (Switz & Ger)/€1.4bn	Focus on core competency; enhanced offering to clients; reduced fixed costs	Good reputation and track record; risk management; fee level	Equity: Europe, America, Jap, emerg markets, passive, Europ. real estate, greater China, global real estate; Fund of Hedge Funds
Sub-advisers: Cadogan, Kempen CM, LaSalle, Martingale, Olympia Capital, Pictet, Raiffeisen Capital Management (RCM), Sparx Asset Mgmt., SSGA, Treesdale						

» UNITED KINGDOM

Company name	Type of company	Use sub-advisers?	AUM/size of assets outsourced	Top drivers for sub-advisory	Top three selection criteria	Outsourced products
AEGON Scottish Equitable	Life insurance company	Yes	€59.2bn/€11.6bn	Enhanced offering to clients; competitive differentiator; focus on core competency	Management team; assets under management; investment style	Equity, bonds, managed funds; protected guaranteed fund; property securities
Sub-advisers: (internal: AEGON), Artemis, Baillie Gifford, BGI, BlackRock, Fidelity, First State, Gartmore IM, Insight Investment, Invesco, Investec IM, JP Morgan AM, Lazard AM, Newton, Schroders, Société Générale AM, UBS						
Citi Private Bank	Private bank/wealth manager	No	€1.20trn (global)/n/a	Barriers: Multi-asset class approach requires multiple investment strategies which does not lend itself to sub-ad business; prefer flexibility of fund distribution; client demand not so large and/or stable	n/a	n/a
Sub-advisers: n/a						
Fidelity International	Asset manager	No	€208bn (global)/n/a	Barriers: Happy with in-house investment management capability; no barriers; client demand is not so large and/or stable	n/a	n/a
Sub-advisers: n/a						

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HSBC Group Investment Businesses	Asset manager	Yes	€265.1bn (global)/ around €20.3bn	Enhanced offering to clients; focus on core competency; funds specifically tailored to client's needs	Long-term consistent fund performance; investment style; management team	A variety of assets
Sub-advisers: n/a						
Norwich Union Life	Life insurance company	Yes	€208.1bn (global)/ €2bn	Enhanced offering to clients; focus on core competency; search for higher alpha	Investment style; long-term consistent fund performance; management team	UK growth, value, special situations; mixed assets
Sub-advisers: Close Investments, IMS, JP Morgan AM, New Star, Schroders						
RBC Wealth Management	Private bank/wealth manager	Yes	€427.8bn (global)/ €823m	Enhanced offering to clients; reduced investment management risk; focus on core competency	Long-term consistent fund performance; risk management; good reputation and track record	Equity: Asia Pacific, UK, Canadian, European, Global, US, EAFE, North American money market; balanced
Sub-Advisers: Aberdeen, Baillie Gifford, Capital Guardian, Highstreet, Investec IM, Markston International, Martin Currie, Mondrian Investment Partners, New Amsterdam Partners, Sarasin Investment Management, TT International IM						
Rensburg Sheppards Investment Management	Private bank/wealth manager	No	€15bn/n/a	n/a	n/a	n/a
Sub-advisers: n/a						
RMB Asset Management	Asset manager	Yes	€2.3bn/€2.06bn	Enhanced offering to clients; funds specifically tailored to client's needs; reduced investment management risk	Consistency and repeatability of investment philosophy and process; high calibre individuals; teams aligned with their product, and supported by that same working environment	n/a
Sub-advisers: n/a						
Royal London Asset Management	Asset manager	No	€40.3bn (UK)/n/a	Barriers: Happy with in-house investment management capability; fees are too high; opaqueness of process and pricing	n/a	n/a
Sub-advisers: n/a						
Russell Investments	Asset manager	Yes	€137.9bn (global)/ €27.1bn	n/a	Management team; investment style; risk management	A large variety of bonds, equity, alternatives, cash, cash plus
Sub-advisers: Aberdeen, AEW, Alliance Bernstein, AQR Capital, Arnhold & S. Bleichroeder, Aronson + Jonson + Ortiz, Arrowstreet, Artemis, AXA Rosenberg, Axiom, Balanced Equity Management (BEM), BGI, BlackRock, Brandywine, ClariVest, Colchester, Columbus Circle, Cornerstone, David J. Greene, DDJ Capital Management, Delaware Investments, DePrince, Race & Zollo, Drake, FDO Partners, Fidelity, First Quadrant, Fortis, Franklin Templeton, (internal: FRIMCO), FX Concepts, Gartmore IM, Genesis, GMO, Goldman Sachs AM, Gould Investment, Harding Loevner, Harris, Institutional Capital (ICap), Integrity AM, Invesco, Invest Asia, Investec IM, Jacobs Levy, Jardine Fleming, JF Asset Management, Legg Mason, Liontrust, Lloyd George, Logan Circle, Loomis Sayles, Lord Abbott, M&G, Majedie, Marsico, Mellon, Metropole, MFS, Montag & Caldwell, Morgan Stanley IM, Morley, Next Century, Numeric, OFI, PanAgora, Pantheon, Perennial, PIMCO, Principle Global Investors, Raiffeisen Capital Management (RCM), Rexiter, Robeco, S.W. Mitchell, Schroders, Société Générale AM, Sound Shore, Standard Life, SS&A, Stone Harbour, Suffolk, Sustainable Growth Advisors (SGA), Systematic, T Rowe Price, T&D Asset Management, Taube Hodson Stonex Partners (THS), Tradewinds NWQ, Transamerica, TT International, Turner Investment Partners, UBS, Wells Capital Management, Western AM						
Schroder Investment Management	Asset manager	No	€189.4bn (global)/n/a	Barriers: Happy with in-house capability; prefer the flexibility of fund distribution; client demand is not so large and/or stable to justify fund delegation	n/a	n/a
Sub-advisers: n/a						
Skandia Investment Management	Asset manager	Yes	€12.5bn/n/a	Search for higher alpha; reduced investment management risk; funds specifically tailored to client's needs	Investment style; management team; long-term consistent fund performance	n/a
Sub-advisers: n/a						
Standard Life Investments	Asset manager	Yes	€197.8bn (global)/€540m	Enhanced offering to clients; competitive differentiator; funds specifically tailored to client's needs	Good reputation and track record; assets under management; long-term consistent fund performance	Equity: UK, Euro, US, Japan, Pac Basin; Bond: UK
Sub-advisers: Acadian, AllianceBernstein, Baillie Gifford, Clay Finlay, Delaware Investments, Neptune, New Star, Newton, Nomura, Principle Global Investors, Royal London, Systematic, UBS, Victory						