



Innovation As a Strategic Priority

59%

See innovation as an overall strategic priority to a large extent and a further 30% to a medium extent

62%

See process innovation as a priority to a large extent and a further 36% to a medium extent

41%

See organizational innovation as a priority to a large extent and a further 49% to a medium extent

28%

See product innovation as a priority to a large extent and a further 42% to a medium extent



Innovations Delivering Most Value to End-Clients

57%

Report the conversion of mutual funds into ETFs as delivering most value

52%

Report the rise of capability platforms as delivering most value

51%

Report the rise of back office outsourcing as delivering most value

49%

Report the rise of ESG, impact investing and stewardship as delivering most value



Innovations to be Prioritized Over the Next Three Years

59%

Expect process innovations to receive most attention in their business

46%

Expect organizational innovations to receive most attention in their business

31%

Expect product innovations to receive most attention in their business

43%

Expect their advance into a digital future to take less than five years



Third Party Fund Administrators As Innovation Partners

44%

See partnership at scale as a strategic core capability entirely or to a large extent, and a further 45% see it to some extent

44%

Require fund administrators to be their innovation partners entirely or to a large extent, and a further 47% to some extent

37%

See partnership with fund administrators as de-risking innovation and creating optionality entirely or to a large extent, and a further 50% to some extent

23%

See fund administrators as an extension of asset managers' operating models entirely or to a large extent, and a further 57% to some extent