

MONEY

THE PREMIER NEWS SOURCE FOR ASSET MANAGEMENT LEADERS

management executive

August 14, 2017 | Volume 25 • Number 30 | mmexecutive.com | mme@sourcemediacom

SPECIAL REPORT: DISTRIBUTION

The digital storefront for products and clients

AT TIAA, THE DIGITAL-FIRST IMPERATIVE sweeping asset management convinced the financial services giant to acquire robo advisor MyVest last year and begin examining how it serves and reaches clients.

There's agreement all clients are already interacting and consuming products differently as a result of digital innovations like mobile apps, says Scott Blandford, TIAA's chief digital officer.

Inside the firm, he says, notions about distribution and service are being molded around the idea of digital as a storefront, enhanced with in-house data measurements to



TIAA's tech transition is being guided by a rethink of how it sells products, its chief digital officer says.

constantly tailor offerings and improve.

Blandford spoke with *Money Management Executive* about the innovation efforts that TIAA has undertaken, and how distribution for asset managers will change.

An edited transcript of the conversation follows.

How is TIAA meeting the challenge of a digital era for asset management?

Increasingly as we've delivered more online, we've been thinking about what does post digital transformation for us look like. And more accurately said, what's next? So we've been very focused on what's the right

DIGITAL, on page 8

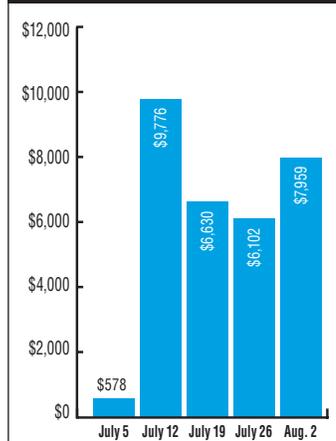
Q&A

By Suleman Din

interacting and consuming products differently as a result

Bloomberg News

Estimated value of ETF shares issued exceeded those redeemed by \$7.96 billion (millions)



Source: Investment Company Institute

The challenges with Chinese hedge funds

THE LAST GREAT FRONTIER FOR INTERNATIONAL asset managers may prove the toughest yet to conquer.

As China opens its version of the hedge fund industry to overseas firms for the first time, pioneers including Fidelity International and UBS are wading into a market full of both promise and peril. As the country is home to one of the world's biggest pools of household wealth, it also has a cut-throat money management business where foreign brands and investment styles lack wide appeal.

CHINESE, on page 5

STRATEGY

By Dingmin Zhang, Judy Chen and Denise Wee

DoL seeks delay for fiduciary rule, phase 2

THE BUSINESS GROUPS THAT HAVE BEEN protesting the Department of Labor's fiduciary regulation appear to have scored a victory, with the agency signaling that it will push back the implementation date of the second phase of the rule by 18 months.

Asset managers and product providers have argued for a delay and rule adjustments, particularly those worried the rule would erode the number of brokers who sell annuities.

The DoL said that it is seeking a delay of the best interest contract exemption — a centerpiece of in-

DOL, on page 6

REGULATION

By Kenneth Corbin

NEWS SCAN

BLACKROCK CUTS ETF FEES
P. 3

DATA SHOWCASE

WORST FUND RETURNS
P. 10

SCORECARD

MUTUAL FUND FLOWS
P. 11

Bringing the future into focus

Navigating an evolving regulatory environment can be challenging. Our single-point of contact provides you with straightforward guidance backed by service professionals. From compliance and risk management to day-to-day operations, we help manage the intricacies of your fund, allowing you to focus on your businesses goals.



Global fund administration made simple

Alternative investment administration

Compliance

Custody

Distribution and marketing

Exchange-traded funds

Fund accounting and administration

Mutual fund administration

Transfer agent and shareholder services

For more information about our comprehensive suite of services for alternative funds, exchange-traded funds and mutual funds, call **800.300.3863** or visit **usbfs.com**.

U.S. Bank does not guarantee the products, services, or the performance of its affiliates and third-party providers.

©2017 U.S. Bank 071217

usbancorp
Fund Services, LLC

INDUSTRY HIGHLIGHTS

BlackRock slashes fees for 3 socially responsible ETFs

BlackRock cut fees by as much as 20 basis points for three of its socially responsible ETFs, according to Bloomberg.

The funds totaled nearly \$204 million in assets, the SEC reported. In addition, BlackRock also made reductions by nearly 2 basis points to eight bond ETFs. The 11 funds combined have \$4 billion in AUM.

“As previously outlined, we are purposefully leveraging the benefits of our global scale and investing in our business to deliver value to clients and shareholders,” said Melissa Garville, a spokeswoman at BlackRock.

TABB Group opens U.K. office to meet advisory demand

TABB Group, a global markets and financial technology research and consulting firm, opened a new office in London.

The firm said its expansion is a result of growing demand for advisory on the Markets in Financial Instruments Directive II.

“Our impressive European growth is a direct result of the fact that securities and investment firms recognize they need superior advisory services in the era of MiFID II,” said Monica Summerville, the head of European research at TABB Group.

Nikko acquires minority stake in ARK Investment

Nikko Asset Management purchased

a minority stake in ARK Investment Management, the firm said.

Through the acquisition, Nikko, one of Asia’s largest asset managers worth \$182.7 billion, gained exclusive rights to sell ARK products and investment services in Japan and Asia Pacific, according to the firm.

ARK CEO Catherine D. Wood continues to own a majority stake in ARK and ARK’s strategic partner, Resolute Investment Manager, still owns a minority stake.

USA Financial Exchange adds \$4.5B platform managers

USA Financial Exchange added Horizon Investments and Flexible Plan Investments, both of which are worth a combined \$4.5 billion, to its roster of managers in its turnkey asset management program, the company said.

The program offers dozen of managers, including BTS Asset Management, Q3 Asset Management and Symmetry Partners through a single management platform, the firm said. The new platforms include income-based solutions, as well as socially responsible and faith-based strategies.

RESEARCH

Majority of mutual funds underperformed over 10 years

Nearly 80% of mutual fund managers and institutional accounts underperformed the S&P 500 on a net-of-fees basis over a 10-year horizon, according to

Estimated flows to long-term mutual funds

(\$ millions)

	8/2/2017	7/26/2017	7/19/2017	7/12/2017	7/5/2017
Equity	-4,957	-950	1,118	-5,033	-6,422
Domestic	-6,401	-3,124	-3,327	-8,970	-8,321
World	1,444	2,174	4,445	3,937	1,899
Hybrid	-1,041	-453	-703	-736	-539
Bond	3,984	5,128	7,864	2,856	4,665
Taxable	3,202	4,546	7,093	2,556	4,978
Municipal	782	582	771	300	-314
Total	-2,015	3,725	8,279	-2,912	-2,297

Source: Investment Company Institute

MONEY
management executive

1 State Street Plaza, 27th Floor
New York, NY 10004
(212) 803-8200
mmexecutive.com

Suleman Din - Managing Editor

Andrew Shilling - Associate Editor

Sarah Martinson - Reporter

Scott Wenger - Group Editorial Director

John McCormick - Group Editorial Director

Paul Vogel - VP, Content Operations and Creative Services

Michael Chu - Director of Creative Operations

Dana Jackson - VP, Research

Louis Fugazy, Associate Publisher
louis.fugazy@sourcemediacom.com
(212) 803-8773

Petra Hailu - Marketing Manager

Theresa Hambel - Director of Content Operations

Customer Service
(212) 803-8500
help@sourcemediacom.com



- Douglas J. Manoni Chief Executive Officer
- Michael P. Caruso Chief Financial Officer
- Marianne Collins Chief Revenue Officer
- David Longobardi EVP & Chief Content Officer
- Minna Rhee Chief Product & Audience Officer
- Matthew Yorke Chief Marketing Officer
- John DelMauro SVP, Conferences & Events
- Ying Wong SVP, Human Resources

Subscriptions: Domestic rates: Annual \$1,750; 2-year \$3,500. Foreign rates: Annual \$1,790; 2-year \$3,575. Multiple subscription rates available.
POSTMASTER: Please send all address changes to *Money Management Executive*/One State Street Plaza, New York, NY 10004. For subscriptions, renewals, address changes and delivery service issues contact our Customer Service department at (212) 803-8500 or email: help@sourcemediacom.com.

Copyright Notice: © 2017 Money Management Executive (ISSN 1549-9111) and SourceMedia, Inc. All rights reserved. Copying, photocopying, or duplicating this publication without prior permission from the publisher is prohibited and may constitute copyright infringement subject to liability up to \$100,000 per infringement. For more information about reprints and licensing content from *Money Management Executive*, please visit SourceMediaReprints.com or contact PARS International at (212) 221-9595.

S&P Dow Jones Indices.

On a gross-of-fees basis, 68.2% of large-cap mutual funds and 69.2% of institutional accounts underperformed their benchmark, the firm reported in its second annual institutional scorecard. Large-cap equities were the only group of funds that outperformed their respective benchmark on a gross-of-fees basis, according to the report.

“Value managers received a boost against their benchmark as these managers became more diluted in their value exposure and less subject to the risk factors associated with the style,” said Ryan Poirier, an S&P Dow Jones Indices senior analyst.

Fixed income results were mixed. Institutional managers in mortgage-backed securities, investment-grade corporate bonds and global credit outperformed their respective benchmarks. About 73% of municipal bond mutual fund managers underperformed on a net-of-fees basis, the report shows.

PRODUCTS

Vanguard robo reaches new heights

Vanguard’s hybrid advice offering, Personal Advisor Services, topped \$83 billion in AUM.

The robo has maintained its asset lead over other digital offerings like Betterment and Personal Capital. Since the first quarter, the platform’s assets have experienced a 66% growth increase.

Personal Adviser Services, which saw no paid advertising support even during its pilot phase, rose from \$755 million in 2013 to \$10.1 billion at the time of its launch in 2015.

Saturna Capital offers clean shares from 2 Sextant funds

Saturna Capital launched Z class shares for its Sextant Growth (SGZFX) and Sextant International (SIFZX) funds, the firm said.

The new offerings have no sales loads and distribution or service fees, according

to the firm.

“Our clean shares offering is intended to meet the growing demand for lower costs and fee transparency in the mutual fund industry,” said Saturna Capital CEO Jane Carten.

The Sextant funds were the last of Saturna’s mutual funds to add clean share options.

Vanguard plans benchmark changes for bond funds, ETFs

Vanguard announced efforts to change the target benchmark for three government bond index funds and ETFs to pure Treasury indexes.

The funds will be renamed to indicate the change and will be implemented in this year’s fourth quarter, the firm said.

“The funds will offer investors pure exposure to discrete segments of the U.S. Treasury market and provide them the flexibility to tailor their bond portfolios to reflect their risk and return objectives,” said Vanguard Chief Investment Officer Greg Davis.

ING, Bloomberg offer global emerging market FX indices

ING is launching an emerging markets index, according to the company.

The Bloomberg ING Global Emerging Markets FX Indices allow users to track the performance 12 equally weighted currencies against the U.S. dollar.

The indexes, which Bloomberg is in charge of gathering and computing data for the indexes for, the company said. The indices are available in long-only and long-short versions. The long-short version increases returns with a volatility risk filter.

Brown Advisory introduces sustainable bond fund

Brown Advisory launched a fund with risk-adjusted returns that are influenced by environmental, social and governance research, the firm said.

The Brown Advisory Sustainable Bond Fund (BASBX) is the fifth sustainable in-

vestment strategies to be released by the \$3.5 billion independent advisory firm, according to the firm. It has an expense ratio of 0.61%.

ARRIVALS

AndCo Consulting appoints former Graystone director

AndCo Consulting, an independent, employee-owned institutional investment consulting firm, appointed Mike Holycross, a former executive director from Graystone Consulting, to senior consultant in the company’s Southfield, Michigan office, the firm said.



Mike Holycross

Holycross will work with AndCo’s team to expand in the region and service its institutional plans, including public, Taft-Hartley, endowment and foundations and corporate plans.

“I decided to join the AndCo team because I wanted to work for an independent firm that allowed me to focus on my clients without internal or external distractions,” Holycross said.

CUNA Mutual Group hires 2 wealth management executives

CUNA Mutual Group hired former LPL Vice President Rob Comfort as president of the firm, and Martin Powell, previously a senior account manager with Lincoln Financial Group, as vice president for its wealth management division, CUNA Brokerage Services, the firm said.

In his new role, Comfort is responsible for sales and growing the number of advisors in its network. Powell will lead distribution for CUNA’s annuity products.

“We continue to innovate and grow to provide products and services that help people build financial security in retirement,” says David Sweitzer, CUNA Mutual Group’s senior vice president. **MME**

News Scan by Sarah Martinson

CHINESE from page 1

China veterans say international managers will struggle to lure inflows unless they establish a local track record of outsize returns — no easy feat given the fickle nature of Chinese markets and the aggressive investment strategies employed by homegrown competitors. Over 7,700 domestic rivals are now jockeying for clients in the nation's so-called private securities fund industry, where Fidelity became the first overseas firm to debut a product for institutions and the wealthy in May.

"Investors who are putting in real money will be cautious and need to look at the performance," said Ellen Kuang, a Beijing-based deputy general manager for the high net-worth client unit of the \$142 billion Harvest Fund Management.

As home to the planet's biggest population and \$23 trillion of household savings, China has an obvious appeal to global managers in search of ways to offset shrinking fees and withdrawals in the developed world. But it could be a long while before the country makes a meaningful contribution to the industry's bottom line.

"Once they set up onshore, what these firms may find is that they don't have the same brand recognition as they do overseas," said Z-Ben Advisors Analyst Neil Flynn, a Shanghai-based consulting firm. "It takes time."

While overseas managers have had a presence in China's mutual fund industry for years, a 49% cap on their ownership stakes in local joint ventures has limited their sway over key decisions and prompted some to avoid the country entirely.

When regulators opened the \$344 billion private securities fund market to global managers in June 2016, they allowed the firms to be 100% owned by foreigners. The first entrants have started rolling out their debut offerings over the past three months.

UBS is betting that its cautious approach to risk management will help it stand out in China's "super-competitive" funds market, said Rene Buehlmann, head of Asia Pacific for the firm's asset-management unit. The Swiss bank, which operates a securities joint venture and whol-

ly-owned local lender in China, plans to target multinational companies that need help managing their onshore cash, he said.

STIFF COMPETITION

Fidelity International's first offering, a Chinese bond fund, was "launched ahead of schedule and has fully met all of our expectations," Mariko Sanchanta, head of corporate communications for Asia, said by email. She declined to provide details, citing local compliance rules. The fund is currently being managed with seed money from Fidelity and will be marketed to external clients once it establishes a track record, according to people familiar with

and concentrated bets. It's a dangerous strategy when markets go the wrong way, but it can produce spectacular gains when things go right. This year's top-performing private bond fund is up 39%, while the No. 1 stock fund has gained 112%, according to Shenzhen PaiPaiWang Investment & Management, a compiler of domestic fund returns. Benchmark indexes for China's debt and equity markets have gained 3.6% and 5.5%, respectively.

Foreign firms tend to have more conservative investment styles, which means they're unlikely to appear at the top of China's performance rankings, according to Yan Hong, a Shanghai-based director at

"Once they set up onshore, what these firms may find is that they don't have the same brand recognition as they do overseas."

Neil Flynn, analyst, Z-Ben Advisors

the matter, who asked not to be named because the information is private.

While funds run by global firms could attract Chinese savers looking for more diverse investment styles, inflows will be limited at the outset, according to Li Chunyu, whose Rongzhi FoF No. 5 fund of funds has posted an annualized return of about 16% since its inception in 2015.

That's partly because of the unique structure of China's \$9 trillion asset-management industry, where investment products tend to fall into one of two broad categories: risky funds that offer a chance at big returns, and lower-yield offerings with explicit or implicit principal guarantees. The latter grouping is dominated by banks' wealth-management products, which currently promise annualized yields of around 4.5% on average.

MERCURIAL MARKETS

To lure investors from WMPs, many of China's private fund managers try to amplify their returns with borrowed money

the China Hedge Fund Research Center. That will make it difficult to attract local clients, Yan said.

International managers may also find it challenging to adapt fundamentals-based investment approaches to a market where government policy and the whims of speculators are often bigger drivers of asset prices, said Jiao Ji, the Jilin-based chairman of Sunrise Investment, which oversees about \$22 million in private funds.

The Qualified Foreign Institutional Investor program, a 14-year-old initiative that allows foreign funds to invest in China on behalf of international clients, offers one indicator of global managers' ability to navigate the country's markets. The headwinds are strong enough that French firm AXA Investment Managers has decided to take a wait-and-see approach.

"It's difficult for foreign asset managers to enter the local market and compete," said Liao Cheng, executive director of business development at AXA's Asia unit. — *Bloomberg News* [MME](#)

DOL
from page 1

dustry opposition to the rule — and two other prohibited transaction exemptions.

Under the revised schedule submitted to the Office of Management and Budget, those elements of the regulation would take effect July 1, 2019, rather than the original date of Jan. 1, 2018.

The first phase of the fiduciary regulation took effect in June of this year.

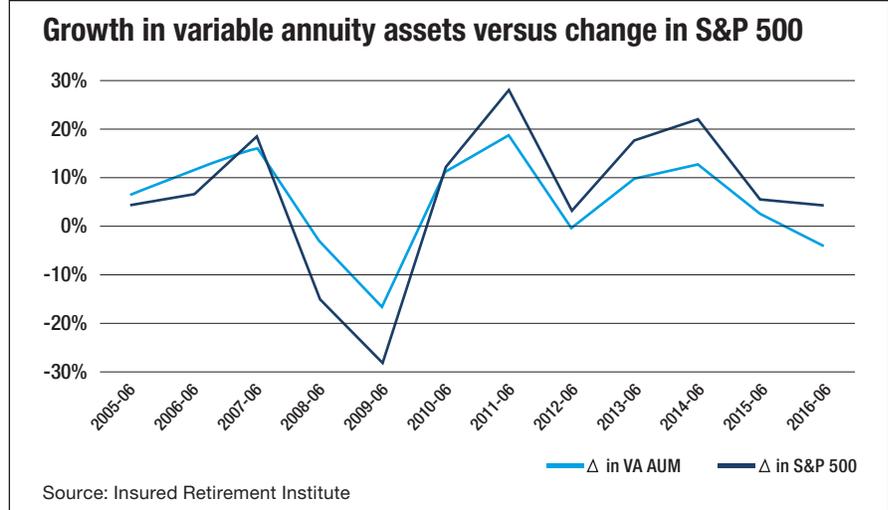
The delay of the second and more controversial portion of the rule tracks closely with the appeals of industry groups such as the Financial Services Institute and the Insured Retirement Institute.

In comments filed with the Labor Department, FSI appealed for a delay of the second phase until April 2019. IRI has called for the department to push back the date to January 2020.

In addition to the BIC exemption, the DoL is looking to delay an exemption relating to certain principal transactions involving benefit plans, and another involving commissions earned from the sale of life insurance products or annuities.

Supporters of the fiduciary rule, who argue that it is a needed investor protection to guard against conflicts of interest, have long feared that a Republican-led Labor Department would roll back the regulation.

“Sad beyond words,” Knut Rostad, president of the Institute for the Fiduciary Standard, said of the 18-month delay.



Fiduciary rule opponents, however, have maintained a delay was necessary because of the wide-ranging impact that otherwise would’ve been felt by an indus-

plementation decisions,” wrote Dorothy M. Donohue, acting general counsel for the Investment Company Institute in a letter sent late July to the DoL.

“I think it was widely expected that the DoL would extend the final implementation date past Jan. 1, but 18 months is a very long time to consider changes to a rule that has been in the works for six years.”

Duane Thompson, senior policy analyst, Fi360

try struggling to comply.

“The regulated community is operating in an environment of great uncertainty, creating inefficiency and sub-optimal im-

President Trump telegraphed his skepticism about the rule early on in his administration when he issued a memo directing the DoL to reevaluate the proceeding, fueling speculation that at least some delay would be forthcoming.

“I think it was widely expected that the DoL would extend the final implementation date past January 1st, but 18 months is a very long time to consider changes to a rule that has been in the works for six years,” says Duane Thompson, senior policy analyst at Fi360, a fiduciary training firm. “So yes, it is a surprise.”

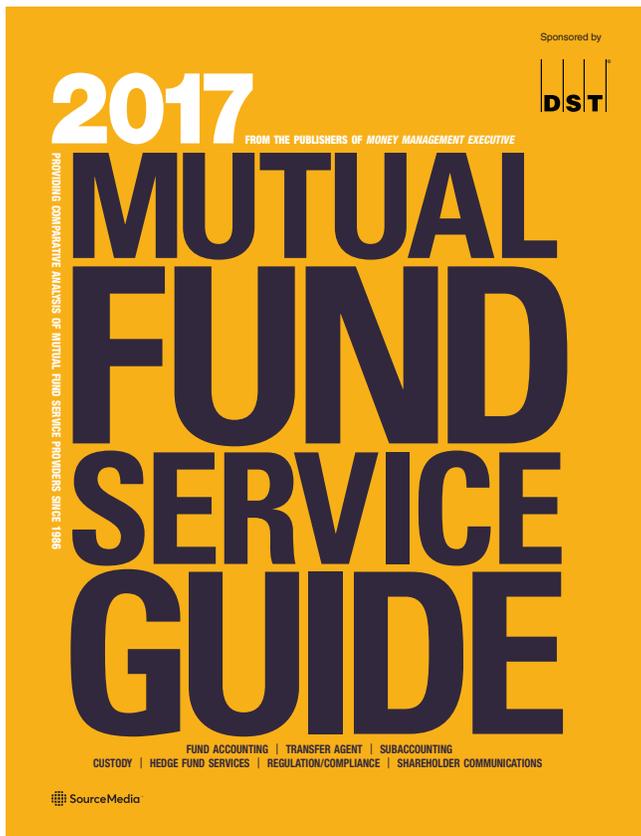
Thompson suggests the Labor Department might use the delay to work with the SEC to codify a uniform fiduciary standard that would apply to all brokers and advisers, rather than the DoL’s regulation that only addresses advisers working in the retirement space. [MME](#)



The DoL said it is seeking a delay of the best interest contract exemption, as well as two other prohibited transaction exemptions.

MUTUAL FUND SERVICE GUIDE

The Online Home For The Mutual Funds Industry's Annual Reference Guide



The Mutual Fund Service Guide is the annual reference guide for operations and marketing executives in the mutual funds industry to review and select vendors and obtain insight into the changing directions of the industry.

DIGITAL VERSION

The Digital Mutual Fund Service Guide is the online home for the annual reference guide for the mutual funds industry.

The Digital version allows operations and marketing executives to:

- Compare products and services across companies through our data visualization tools
- Download versions of those comparison reports
- Quickly access company profiles, contact information and quality editorial.

It's Essential Information Mutual Fund Executives
Need To Outsource Their Back-Office Operations – Now All
Available In An Interactive Online Format.

TO BE PART OF THE 2017 DIGITAL MUTUAL FUND SERVICE GUIDE, CONTACT:

Louis V. Fugazy, Publisher | 212.803.8773 | Louis.Fugazy@sourcemediacom

DIGITAL from page 1

way to organize ourselves so that we don't just finish a bunch of digital projects, but that we really become a digital company.

In a lot of ways, that's what TIAA is doing. Instead of saying there's one fintech in the center, we've been asking, 'How do we create multiple fintechs in our company and organize in a way that they're building something great for customers, and that it all makes sense together?'

So we've adopted the concept of our digital footprint, whether its web, mobile or social, is like a storefront, where customers can buy things but also get service. And our store has departments and those departments have aisles.

It may sound overly simplistic but it's really worked great — I'm the manager of the big store, but we've got a department that's focused on helping customers with retirement, a department that's focused on helping them with everyday banking, and in the everyday banking department there's an aisle that's got a leader that's worried about bill pay.

It's more manageable.

Yes, with that sort of structure, you've got a small team of people that are working every day making their part of the store as good as it can be. One thing they can do, for example, is watch our measures. We've built some great real-time measurements, so they can see when our customers are getting lost in my aisle. When we know that they are, we can then ask, what do we need to change — content, links, functionality — through SMS or email.

In some ways it's not just building new projects and launching them and making sure we're getting the big things right for customers. It's also the everyday care of customers when they're in our store.

How does that focused effort then play into the big idea that digital will increase or broaden distribution?

The way we look at it is, we're here to help our customers get what they need.

How additional growth and distribution through digital intersects is what I'm

talking about with our stores concept, that if you get those stores right, you're putting the things on the shelves the right way for the people that need them at the right time. So that instead of flooding customers with everything they could possibly buy from us all the time, we're looking at the data, understanding what they need and when they need it so that we're helping them.

We see what's working, what isn't. I don't have a lot of hard data on what I'm about to say, but we've talked to enough customers and done enough research that we think that, in today's world, every digital device in your house is competing for your attention. Between the smart phone

high touch. We actually need to do both. The same customer that one day will be completely satisfied and interested in working entirely digital, will three days later, or next week, or next month may have an issue, or a question, where they want to talk to somebody, and that could be on the phone in or in person.

So the best thing we can do to grow and also help all our customers is be good at both. And we feel like we have great strengths there. We've got nearly a 100-year legacy of in person assistance with customers on a range of different goals they have, while we've put a big focus here on becoming great digitally. We want our



"We've talked to enough customers and done enough research that we think that, in today's world, every digital device in your house is competing for your attention."

Scott Blandford, chief technology officer, TIAA

and the television and the computer; at work and at home, it's all competing for customers' attention. The best way to be respectful of our customers when they're living in this world where they're overwhelmed with people trying to get their attention is to reach out for things that are really going to be important to them and could really help them. And that's across all of our channels, so not just the web.

We have a very integrated approach here at TIAA, so the tools our financial advisors use is the same system that our call center uses, and that's wired into the same system that web, mobile, outbound and outreach uses. It's all kept together, and what we're trying to do is drive it so we're focusing our messaging on what customers really need at the times they need it.

How then do you balance digital development for a tech-focused future that doesn't take away from the characteristics that the company is built on?

We think the future is high tech plus

customers to be able to go between.

Our feeling is if we make digital really great, they'll want to come there as we make the in person experience really great too. We want to meet the customers where they are with what they need. It's more work for us, but we think it's the right answer.

Generally, what are the innovation needs at TIAA and other providers?

There's innovation that's responding to changes in the world, such as the growth of conversational user interfaces, whether it's text messaging, chat bots or voice devices. Those are changes in the world that firms like ours and others are responding to. Then there are internal innovations where we're changing the world, like the socially responsible investing that's part of the TIAA personal portfolio.

The greatest need for innovation is on the external challenges, where the world is changing and everyone wants to respond and take advantage of those changes to

help serve more customers and in more ways. Channels are a big area of focus for us and other firms, for instance. We were the first retirement provider to offer an app for the Apple watch.

There's a need for innovation in our internal operations too. We look at that challenge not only from the perspective of increasing efficiency, but the customer service element as well. The more automation and digital we drive into our operation, that's improved quality for customers, that's improved cycle time for customers.

Also, in companies like ours there is need to continue to innovate in the core products, our core strengths, to keep leveraging what we've always been good at.

Can you talk about TIAA's acquisition of MyVest and how that was integrated? Have there been any learnings from buying a Silicon Valley firm?

We view it as the lens for our managed accounts business and our TI personal portfolio. It's allowed us to get a connection to the Silicon Valley fintech ecosystem. Going the other way, we've got resources at TIAA that we've been able to bring there. There's been a great deal of learning in both directions.

One of the special sauce items inside the MyVest system is it's all household-oriented and customer-oriented. It allows us to help customers manage their portfolios for the customers, based on the customers' goals, not just based on the account structure they have. They built an incredibly sophisticated engine that's in such harmony with how we approach the world at TIAA. It's all about the customers, doing what's right for them with a holistic financial understanding. That's whether they're working with an advisor or not.

Do you see asset management transforming into a technology-first industry? Take BlackRock's new approach, for example.

The short answer is yes. The way we look at it is that the world has changed and continues to change, and a lot of technology has been consumerized. People are comfortable downloading apps to their phone

and troubleshooting the basics. They set up their home networks, they have WiFi thermostats. I read an article not that long ago from a big fast food company that said, 'We're a technology company that serves fast food.'

So I think a lot of firms and a lot of industries are making that transition to the notion that technology is just a part of what we do. I think companies all need to be transforming themselves, but for us, the digital transformation that we're in now is a lot about standing up these capabilities and we've done a lot of that.

Going forward it's about empowering our people, to continue to advance every

user patterns become more cemented and certain ways for people to do things will emerge.

Getting back to our firm, our approach is high tech and high touch, so we're going to be there for customers where they are, but also know that there are some things and some times where it's just better to talk to somebody. And we want to be there for them, too.

Is the industry ready as a whole to shift to serving more people than it has already? The premise being that a firm can't solely be a custodian bank anymore, that a firm can't solely be an asset

"We've got some capabilities launching on mobile first because we pay attention to where our customers are and what they're doing. If they're on mobile, we need to be leading there."

aisle, every department in our store, in small ways and in big ways. And we want to be a digital company that has a lot of people working on it all the time.

It shows up in the customer experience. Firms that are living it versus just saying it are doing like what we're doing. We've got some capabilities launching on mobile first because we pay attention to where our customers are and what they're doing. If they're on mobile, we need to be leading there.

I'm just wondering when will the industry get to a point where everything is produced for digital consumption first.

I don't have in my mind a date or a time, but I think it's been a steady progression that way. If you think about it, as customers get more comfortable with digital tools, and as the digital realm extends its reach to where it's everywhere — it's in social, it's on mobile, it's in wearables and the internet of things, it's integrated with brick-and-mortar providers — a lot of the

manager anymore.

I think that's next. Again, it's about what the customer needs. And as they change, we want to be thinking ahead and not just sort of catching up afterwards.

And I think there are certainly, you know, providers that are doing that and we're one. But I think it's mixed.

For TIAA, we're excited about it and we're making great progress. Our retirement digital properties are top rated with the firms that rate them, and our customers are satisfied. We're getting, you know, the best customer satisfaction scores we've ever gotten digitally.

I think it's because we've taken the approach that digital is not about digital, it's about the customers and where they are, and making every aisle and every department in our store great, every day. And understanding what new things we think customers will need and making sure we're building them quick and having them there when they're ready. [MIME](#)

Mutual funds and ETFs over \$500M that posted the worst 5-year returns

An often rocket-fueled star of the investment markets, the natural resources sector has stood out the past half-decade – for underperformance. Funds dominated by metals, minerals and oil companies didn't just lag broad indexes, they turned in an average annual loss of 7.3% for the past five years. Ouch.

To add insult to injury, the worst performers aren't even cheap to buy. While expense ratios industrywide are largely caught in a race to the bottom, the average expense ratio on this list is more than 1% (17 out of 20 are over 50 basis points). To be sure, the pendulum can change abruptly, as some of the funds on this list have posted gains so far this year in the double digits. Others, though, have continued their losses. **MME**

	Ticker	1-Yr. Return (%)	5 Yr. Return (%)	Expense Ratio	Fund Assets (millions)
VanEck Vectors Junior Gold Miners ETF	GDXJ	-29.21	-13.51	0.52%	\$3,817
USAA Precious Metals and Minerals	USAGX	-26.02	-11.21	1.22%	\$585
VanEck Vectors Gold Miners ETF	GDX	-24.96	-11.15	0.51%	\$7,270
Fidelity Select Gold	FSAGX	-23.40	-9.25	0.84%	\$1,460
Oppenheimer Gold & Special Minerals	OPGSX	-20.00	-8.92	1.17%	\$1,044
Tocqueville Gold	TGLDX	-20.57	-8.830	1.39%	\$1,178
Franklin Gold and Precious Metals	FKRCX	-26.848	-8.828	1.11%	\$1,099
First Eagle Gold	SGGDY	-19.60	-7.85	1.27%	\$1,201
VanEck International Investors Gold	INIVX	-22.93	-7.83	1.35%	\$668
SPDR S&P Oil & Gas Explor & Prodn ETF	XOP	-4.22	-7.63	0.35%	\$2,010
VanEck Vectors Oil Services ETF	OIH	-10.63	-7.10	0.35%	\$1,045
Vanguard Precious Metals and Mining	VGPMX	-13.98	-5.63	0.43%	\$2,592
JHancock Natural Resources	JHNRX	1.77	-5.44	0.95%	\$518
Victory Global Natural Resources	RSNRX	5.58	-5.41	1.48%	\$1,489
Invesco Energy Inv	FSTEX	-6.85	-5.32	1.27%	\$652
Fidelity Latin America	FLATX	15.95	-5.32	1.13%	\$611
Prudential Jennison Natural Resources	PRGNX	0.74	-4.55	1.95%	\$1,537
Franklin Natural Resources	FRNRX	0.19	-4.23	1.05%	\$528
Fidelity Select Energy Service Port	FSESX	3.83	-4.21	0.84%	\$518
VanEck Global Hard Assets	GHAAX	-3.87	-3.97	1.38%	\$2,016

Data as of Aug. 7. Source: Morningstar

Mutual fund flows

(\$ millions)

Date	Equity										
	Domestic								World		
	Total long term	Total equity	Total domestic	Large cap	Mid cap	Small cap	Municipal multi cap	Other	Total world	Developed markets	Emerging market
Estimated weekly net new cash flow											
8/2/2017	-2,015	-4,957	-6,401	-1,413	-1,328	-798	-2,811	-51	1,444	1,813	-370
7/26/2017	3,725	-950	-3,124	-926	-619	-433	-1,097	-50	2,174	1,664	510
7/19/2017	8,279	1,118	-3,327	-1,169	-399	-282	-1,386	-91	4,445	3,845	600
7/12/2017	-2,912	-5,033	-8,970	-4,695	-1,829	-830	-1,053	-563	3,937	3,670	267
7/5/2017	-2,297	-6,422	-8,321	-1,823	-1,625	-799	-3,713	-361	1,899	1,999	-100
Monthly net new cash flow											
6/30/2017	7,307	-9,490	-18,502	-13,229	-3,209	-2,247	1,928	-1,746	9,012	7,432	1,580
5/31/2017	25,908	2,614	-9,294	2,766	-2,369	-2,182	-5,282	-2,227	11,908	8,336	3,572
4/30/2017	808	-11,933	-19,648	-5,056	-4,129	-2,006	-7,082	-1,375	7,715	5,848	1,867
3/31/2017	11,787	-14,849	-13,912	-1,715	-1,040	-1,086	-7,656	-2,415	-936	-819	-117
2/28/2017	26,712	3,661	-2,765	-1,235	491	699	-2,094	-626	6,425	5,520	905
1/31/2017	10,613	-8,298	-11,051	778	-886	983	-10,611	-1,314	2,753	1,693	1,060
12/31/2016	-56,061	-33,606	-26,962	-10,891	-975	-816	-12,196	-2,085	-6,643	-5,819	-824
11/30/2016	-52,595	-28,475	-26,087	-8,244	-1,853	-291	-11,078	-4,621	-2,388	-1,241	-1,147
10/31/2016	-32,973	-38,068	-31,450	-8,576	-5,330	-2,538	-12,213	-2,793	-6,619	-6,400	-219
9/30/2016	-9,013	-22,382	-15,275	-152	-1,653	-1,086	-10,118	-2,264	-7,108	-6,201	-907
8/31/2016	-9,939	-32,418	-24,807	-5,504	-3,373	-1,726	-12,747	-1,458	-7,611	-7,383	-228
7/31/2016	-15,322	-37,875	-31,402	-11,922	-5,177	-3,381	-9,035	-1,887	-6,473	-6,281	-192
6/30/2016	-14,516	-18,967	-14,678	1,099	-4,404	-1,576	-7,777	-2,020	-4,289	-4,292	3
5/31/2016	-5,863	-17,643	-17,550	-4,178	-3,538	-1,188	-7,131	-1,516	-93	-1,284	1,191
4/30/2016	-4,673	-23,921	-19,388	-5,800	-3,334	-2,405	-7,307	-542	-4,533	-3,633	-899
3/31/2016	14,663	-9,851	-9,701	-5,468	-1,321	93	-2,667	-338	-149	1,274	-1,423
2/29/2016	8,129	8,417	-2,374	2,072	-2,878	-367	-544	-657	10,791	10,189	602
1/31/2016	-20,767	-4,966	-15,479	5,587	-5,919	-2,888	-7,306	-4,952	10,514	10,753	-239
12/31/2015	-76,124	-36,806	-25,416	-5,347	-5,169	-4,121	-8,240	-2,539	-11,390	-7,233	-4,157
11/30/2015	-30,057	-20,575	-19,537	-6,164	-3,542	-3,591	-5,978	-262	-1,038	813	-1,850
10/31/2015	-7,669	-9,877	-11,881	-7,227	-725	-1,977	-2,958	1,006	2,003	3,132	-1,129
9/30/2015	-34,455	-9,401	-14,898	-5,318	-1,007	-1,976	-3,541	-3,055	5,497	7,749	-2,251
8/31/2015	-39,250	-9,347	-17,562	-3,927	-2,773	-1,425	-6,122	-3,315	8,215	11,440	-3,225
7/31/2015	-19,131	-9,547	-27,907	-14,811	-2,613	-986	-9,431	-66	18,361	18,857	-497
6/30/2015	5,290	-2,984	-16,597	-8,620	-1,026	-771	-5,858	-322	13,613	13,218	395
5/31/2015	3,012	-3,815	-16,725	-5,933	-416	-1,912	-8,096	-368	12,911	12,565	345
4/30/2015	5,589	-1,436	-19,649	-9,967	-2,082	-735	-6,992	128	18,212	15,497	2,715
3/31/2015	14,764	5,077	-8,599	-1,372	-501	-1,013	-6,753	1,041	13,676	10,264	3,412
2/28/2015	29,530	8,951	1,759	2,356	586	-997	-3,123	2,937	7,192	5,902	1,290
01/31/2015	25,706	13,060	6,647	9,751	-1,390	-1,794	-4,227	4,306	6,412	5,425	987

Note: Weekly cash flows are estimates based on reporting covering 98% of industry assets.

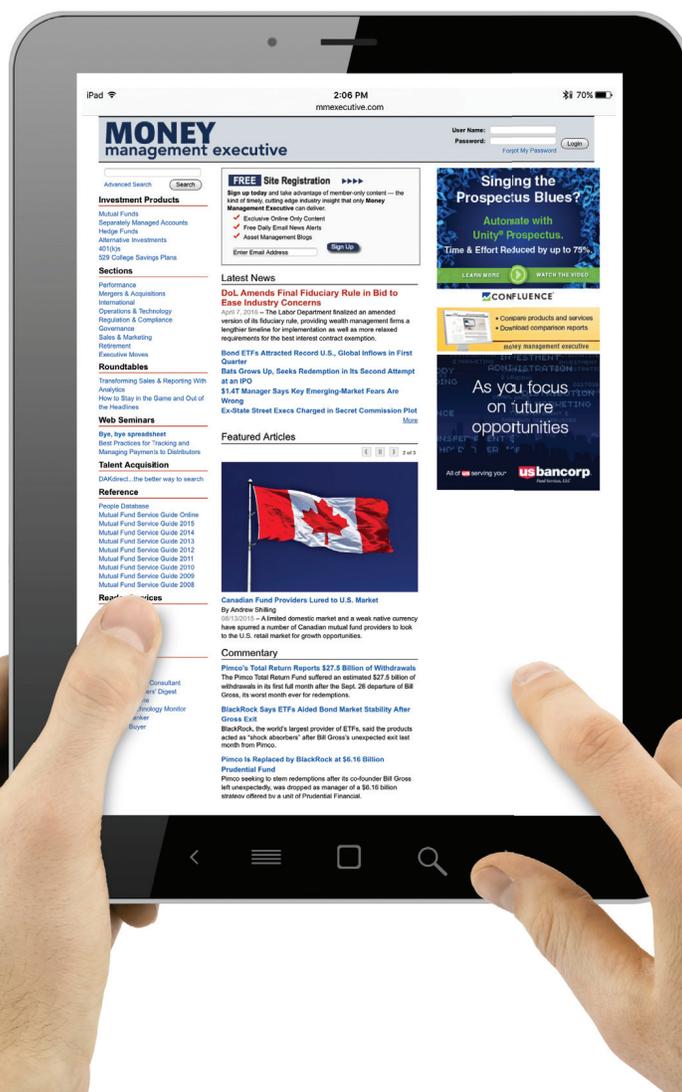
Source: Investment Company Institute

SUBSCRIBE TODAY

www.MMExecutive.com/Subscribe

REGISTER TODAY TO ENJOY THESE BENEFITS

- Full online access to **MMExecutive.com**, including breaking retail investment product news updated throughout the day.
- Access to the **Mutual Fund Service Guide**, including guides from the last 7 years.
- Information on executive moves in the industry.
- Receive the **MME daily e-newsletter** with the latest news, job opportunities and insights on the latest happening in the mutual fund and money management communities.



For more information or to inquire about an enterprise Site License for your company, please contact:
Anthony Noe 212-803-6099 | Anthony.No@sourcemedia.com