



We Only Like CEOs Who Are Accessible

Executive Summary

Everyone talks about branding and many firms spend a lot of money on it. But some people overlook the basics. Others don't understand what really drives brand image.

Your clients look online for evidence of your brand. Overwhelmingly, they look at Linked In.

Most of the asset management companies that we have reviewed have claimed their company page on Linked In – a good start. But some firms have spent little time trying to appeal to anyone that comes across their company page. An address, email and phone number is hardly enough.

For roughly one half of the firms, the CEO isn't on Linked In. This likely frustrates potential clients. And perhaps not being on Linked In shows how that the CEO is not open to connecting with others.

Employees judge their firm's CEOs. Highly regarded CEOs have a Linked In page, poorly regarded CEOs don't.

Employees are an important driver of the brand – and assets under management - as we have discussed in a number of reports this year.

CEOs can go too far with this attention to social media. Having people who follow your every word because you are such a big shot doesn't pay off in employee satisfaction with the CEO or the firm.

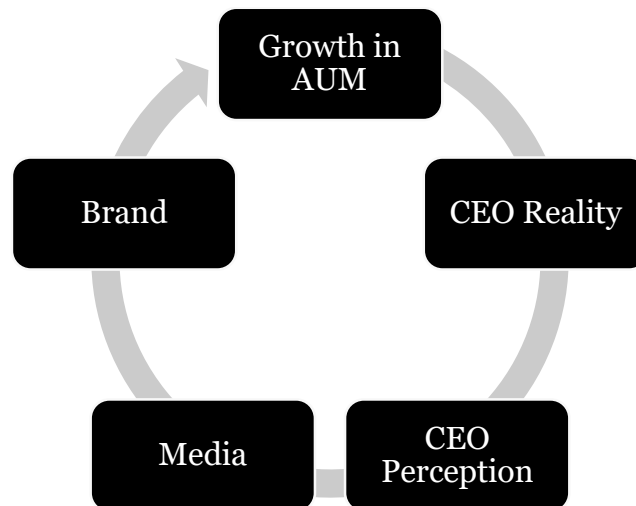
Russell Campbell

Introduction

This study looks at CEO presence on social media and the direct and indirect connections to growth in AUM.

Our sample for this study was US asset management firms. The 100 largest firms based on AUM have the resources to do a lot of things well. The next tier of firms often have less resources and have to make careful choices about what to spend their resources on. That's why our focus for this study is on the next 50 largest firms in terms of assets under management.

I am hopeful that there will be lessons for smaller firms as well.



The Economic Importance of Employee Satisfaction

In several reports that I have written this year, I have drawn links between employee satisfaction, the brand of a firm and growth in assets under management. Employee satisfaction is transmitted to others outside the firm and it is closely associated with growth in AUM.

What your people say about the firm matters. Perhaps more than any formal marketing efforts.

Glassdoor is an independent and anonymous survey that employees complete voluntarily. Firms are rated on scale from 1 – 5 by employees. Here are the ratings on Glassdoor for firms that are ranked between 100th and 150th in terms of AUM.

| Glassdoor Rating | Number of Firms |
|-------------------------|------------------------|
| 4.0+ | 7 |
| 3.0 – 4.0 | 28 |
| Less than 3.0 | 8 |
| Not available | 7 |

Firms that score 4.0 or higher have a history of growing assets under management more quickly than their competitors.

Satisfaction With the CEO & With the Firm

There were 43 CEOs identified on Glassdoor out of the total of 50 firms under review. There is a separate CEO approval rating given for each firm along with the overall score.

8 CEOs scored a perfect 100% approval rating. 8 CEOs on the other hand scored less than 70% according to their employees.

Lower scores for employee satisfaction with the firm have a strong association with slower growth in assets under management in relation to competitors. There is a 0.48 correlation between the CEO approval rating and employee's overall firm satisfaction.

It is often said that people quit their jobs because of their boss. If the CEO has a low approval rating the chances of voluntary quits likely rises, and certainly the culture of the firm and growth of the firm's assets suffers.

Linked In Usage by Firms

Increasingly, prospective clients turn to social media for answers to their questions about asset management firms. A study several years ago, highlighted that LinkedIn was the number one social media resource accessed by prospective clients.

Nearly all of the 50 firms analyzed in this study had claimed their company page on Linked In. I was happy to see this result because a study that I did earlier this year across a broader range of firms indicated that nearly 1/3 of asset managers did not have a company page on LinkedIn.

However, not all firms have added marketing copy to the page.

Many firms spend a lot of money on marketing. So it is inexplicable to me that they overlook this free marketing resource that is accessed by prospective clients.

CEO Rating on Glassdoor and LinkedIn Profile

Of the 50 firms that we looked for on Glassdoor, 43 CEOs were identified. Of these 43 CEOs, only 22 had a LinkedIn profile for themselves. Recall that nearly all of the firms had a company profile.

If a LinkedIn company profile is considered important, why don't all CEOs have a profile for themselves on the most important social media used by prospective clients?

If CEOs are worried about the effort required, they can follow the lead of the 5 CEOs out of the 43 who have minimal information on their profile. Not that I'd recommend this, how can having a full profile hurt? But at least these 5 CEOs can be accessed by interested prospects.

| Glassdoor Rating for CEO | Number of CEOs by Glassdoor Rating | CEOs with Linked In Profile | Percent w/ LinkedIn Profile by Glassdoor Rating |
|---------------------------------|---|------------------------------------|--|
| 100% | 8 | 4 | 50% |
| 90 – 99% | 10 | 5 | 50% |
| 70 – 89% | 17 | 11 | 65% |
| Less than 70% | 8 | 2 | 25% |
| Total | 43 | 22 | 51% |

It is interesting to note that CEOs that are not well – regarded by their employees are also less likely to have a LinkedIn profile.

Don't Overdo It

So far, I've argued for having a company page on LinkedIn, and encouraged CEOs to also have a presence on LinkedIn as well.

You can also take this too far. Some CEOs become overly enthused by LinkedIn and other social media and believe that they can create a large following.

There seems to be little connection between a large social following and being held in high personal regard by employees or securing a higher overall score for firm culture.

Just 3 CEOs of the 43 identified have a significant number of followers. None of these CEOs were rated highly by their employees, and their firm's culture scores were just average.

Perhaps these CEOs should stick to the minimum required to get on LinkedIn and spend more time with their employees in order to build and sustain their company brand.

Takeaways

- Optimize your firm's LinkedIn profile – prospects are looking
- The CEO should have a basic profile on LinkedIn
- Consider the interconnections between the CEOs who participate on social media, employee satisfaction, brand and growth in assets under management

Introducing: The CEO Adviser Program by Russell Campbell

The CEO Adviser Program is a 1-on-1 program for top leaders of asset management firms to spur business growth. We give you the strategies and tactics that you need to achieve your goals. This program is for CEOs only.

You meet with Russell Campbell by phone for regularly scheduled sessions to review progress, eliminate old obstacles and move forward on new opportunities including looking beyond current trends.

Additional support is available via unlimited calls, emails, or other means between regularly scheduled sessions.

Results My Clients Receive

- Reach beyond your ambitious growth plans - discover what more you can do
- Choose between equally attractive opportunities and allocate resources effectively
- Anticipate how your culture might change as the firm grows and preserve the essential elements
- Consider how other firms structure their top leadership teams
- Enhance your firm's attractiveness to potential acquisition targets
- Spend money to develop your firm's brand only in ways that show results
- Re - discover what once worked for your firm that you can repeat again
- Craft structural solutions to people problems - without the risks and uncertain results of coaching
- Hold onto your top sales and investment talent
- Understand if investment performance weakness is temporary or a symptom of a bigger problem

Russell Campbell Mini – Bio

Russell has been directly responsible for leading 5 investment businesses in his career. He has been a Chief Investment Officer twice. He has also led investment product sales efforts for multiple client segments several times. Russell has been an institutional client of investment firms, and 3x he has been in an intermediary role as an investment consultant, or manager of managers. These experiences have enhanced his 360 - degree perspective.

What People Say About Russell

- *"Addresses our most difficult questions frankly and directly"*
- *"Provocative"*
- *"An iconoclast; offers opinions that you haven't heard before"*
- *"Asks questions that go deeper"*
- *"Honest, no BS insights"*
- *"Intelligent common sense"*
- *"An authority"*
- *"Impressive listening skills"*
- *"Experienced facilitator with hands - on leadership experience in investments"*

Call me at 702-816-8430 for more information.

Russell Campbell is the CEO of Your Second Opinion, LLC, a management consulting firm focused on investment firm growth.

Russell has led 5 investment groups in his career. Prior to establishing his own firm, Russell was the CEO of The Marco Consulting Group, one of the largest institutional investment consulting firms, with a significant CIO outsourcing business. Previously, he was the EVP of AMCORE Bank, and led the Wealth Management Group which was one of the 60 largest bank wealth managers in the U.S. Earlier, Russell was the President and CEO of ABN AMRO Asset Management Holdings, Inc., which managed \$75 billion in assets, and was the U.S. investment management affiliate of ABN AMRO Bank. Russell was promoted to this position after having been the CEO of ABN AMRO Asset Management Canada, Inc. He was previously a Vice – President and Partner of Beutel Goodman, Inc., one of Canada’s largest investment counseling firms. His first leadership position was as Vice – President, Bank of Nova Scotia, where he led the investment management of the Bank’s own pension fund, and a family office portfolio.

Earlier in his career, he held positions as an institutional investment consultant, in institutional equity sales and as a precious metals portfolio manager.

Russell has an MBA in Investment Finance and Marketing from York University, and he has a BA in Industrial Relations from McGill University. He also attended the Advanced Management Program at INSEAD in France.

He has earned the Chartered Financial Analyst designation, and has attended both the Financial Analyst’s Seminar and the Investment Management Workshop. Russell has also acquired the Certified Financial Planner TM certification. He previously held Series 7 and 24.

Russell has been a director of several for-profit and not for profit boards, and he is a member of numerous non-profit, civic and industry organizations.

He is quoted frequently in the media, and has been a speaker at many industry conferences.



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