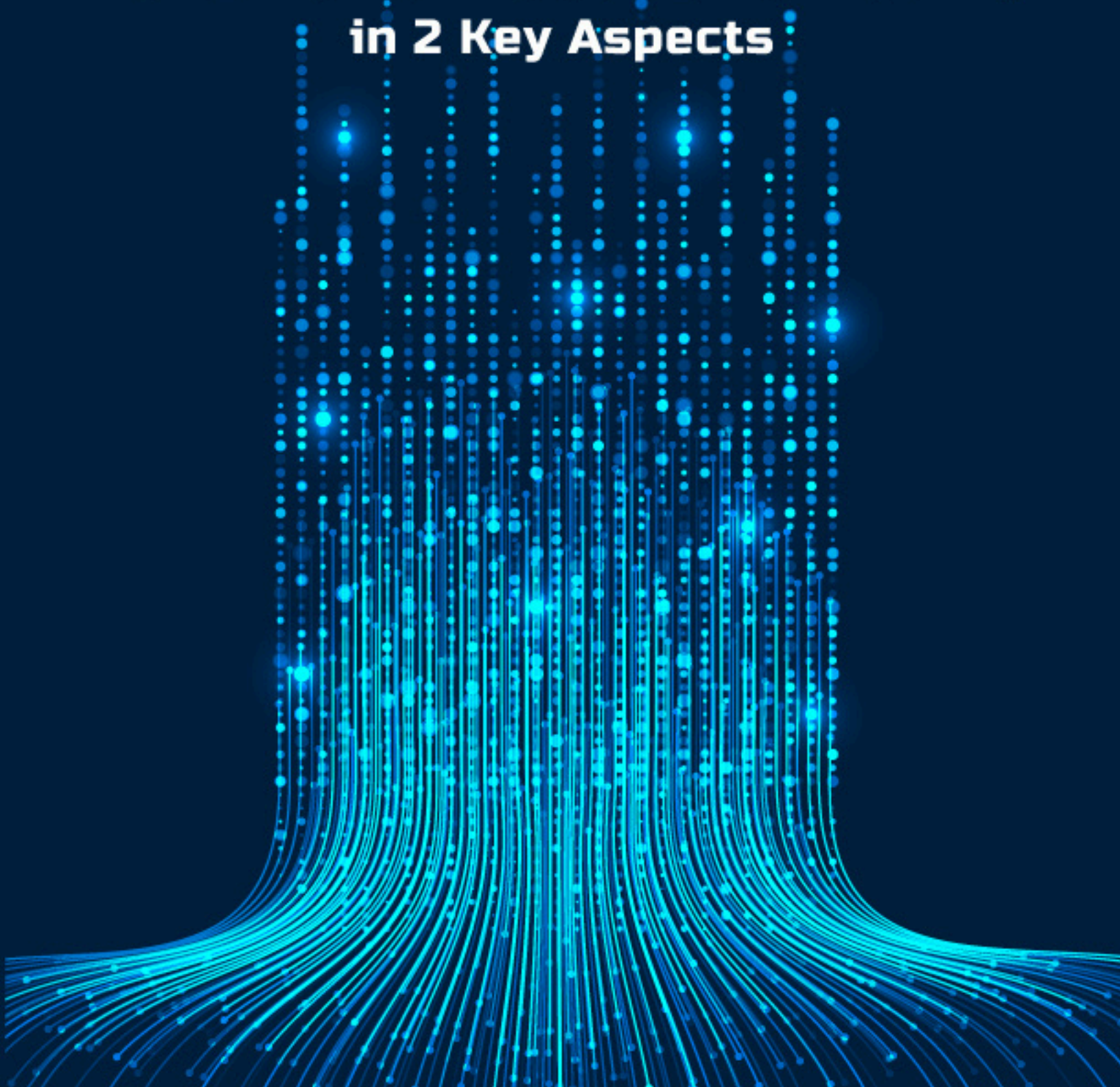


**FACTSET**

**A Recent Study Reveals How the  
Performance Profession is Evolving  
in 2 Key Aspects**



# A Recent Study Reveals How the Performance Profession is Evolving in 2 Key Aspects

In a recent research study where we spoke to over 300 asset management decision-makers around the world, it is evident there are changes taking place among performance teams. Their feedback provides insight into where the occupation stands today and the near-term path forward. We'd like to share with you the highlights of two developments the study revealed: department integration and skillsets.

## Combining Into Risk and Reporting Teams

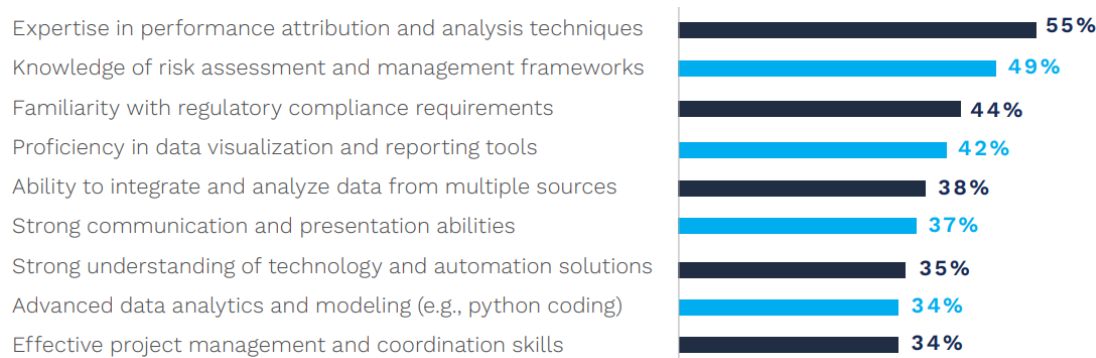
A material change across performance teams is the increased integration with other parts of the business. In our research, 65% and 58% of respondents said their performance teams are integrated with risk and reporting teams, respectively. A majority of respondents (98%) anticipate further integration with either risk or reporting in the near future.

As with any combination, there's a need for thoughtful balance. More than two-thirds of respondents believe their performance team is valued by the organization and is perceived as offering good value.

To avoid diluting the performance team's capabilities—and the real benefits they provide to the business—consider how to keep the core skillsets front and center throughout (and especially after) the integration process. Enable teams to maintain a sense of ownership and control. Doing so could help address the worry of some respondents that perceptions of that role will be diluted or even negatively impacted if performance teams are simply merged into other functional groups.

## Growing Demand for New Skills

Because the operating environment is evolving, asset management firms are simultaneously seeking to add new competencies and capabilities to their teams. As the chart shows, more than half of respondents said the No. 1 in-demand skills they want to add are performance attribution and analysis techniques. And nearly half of respondents are seeking performance professionals with knowledge of risk assessment and management frameworks.

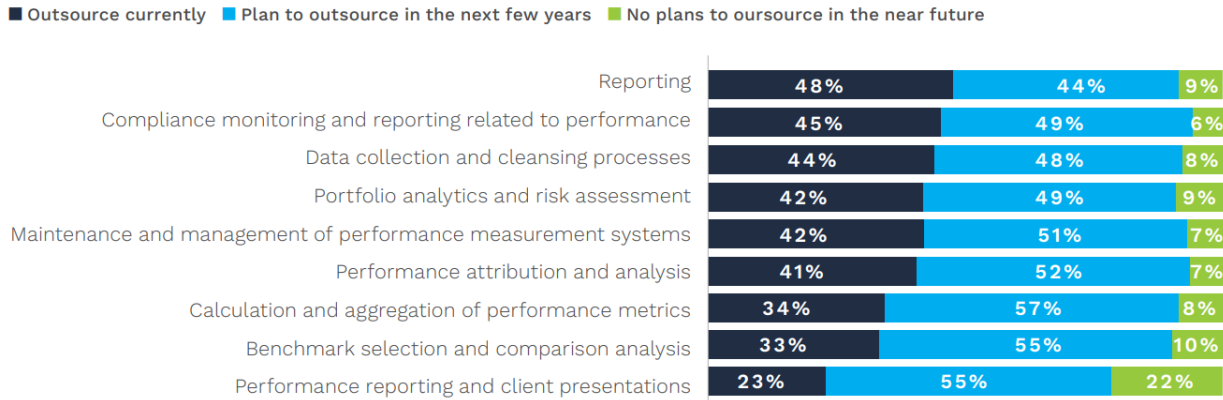


Source: FactSet

There are also two notable findings to highlight from the lower half of the above chart. First is that 34% of respondents view Python coding (i.e., advanced data analytics and modeling) as an in-demand skillset. We believe the need for that skillset is building momentum, and we anticipate it will grow rapidly in the near term.

Second, reflecting the shift to more individuals working in remote locations, about one-third of respondents also seek strong communication, presentation, and project management skills. This highlights how organizations are striving to be nimbler and more productive.

Given the competition for hiring and retaining talented employees, some firms are using (or planning to use) managed services from a third party. As the chart below shows, for example, nearly half (48%) of the respondents have outsourced reporting, and 44% have plans to do so in the next few years. All respondents using such services say they have helped address the challenges their performance teams face.



Source: FactSet

## In Conclusion

All said and done, there are continued positives for performance teams. Professionals are increasingly in a position to work in a way that suits their individual needs and preferences while still serving clients. And they are being asked to undertake more interesting and sophisticated work by organizations that value their contributions.

Organizations that consider an optimal operating model and team structure—including the potential benefit of managed services and co-sourcing to fill gaps—could be assumed to have a competitive advantage.

If you are interested in reading the full research report, [click here](#) to download your free copy.