



MONEY MANAGEMENT INSTITUTE

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2015 MMI Annual Convention April 22 – April 23, 2015 The Westin Charlotte

Leadership Challenges in a Period of Fast-Paced Industry Transition

Creating the “right” investment tools is something our industry has done well, but now we are seeing an emerging challenge – creating the “right” culture and support systems to sustain advisors and clients alike as the environment in which we work undergoes rapid and profound change. This year’s Annual Convention will focus on the art of leadership – the type of leadership that builds and maintains a high level of personal and professional performance based on an authentic culture of trust. Woven into many of the conference sessions will be an exploration of ways to complement the left-brain logical, analytical and objective side of our business with more intuitive, thoughtful and subjective right-brain skills. The end goal is the development of an infrastructure that is fully supportive of the client-advisor relationship and that enables sales and service teams to deal effectively with the daily pressures they face in today’s complex, information-rich marketplace.

Wednesday, April 22, 2015

12:00PM – 1:00PM

Luncheon and Networking with Exhibitors

1:15PM – 1:30PM

Welcome and Opening Remarks

Lorna Sabbia, Chair of the Board of Governors, Money Management Institute

Christopher Davis, President, Money Management Institute

Convention Co-Chairs

Michael Lewers, Managing Director, Head of Client Engagement and Training, BlackRock

Jeffrey Wilk, Head of Wealth Management Platforms, MetLife Securities, Inc., U.S. Retail- MetLife

1:30PM – 2:15PM

Keynote Session

Andy Sieg, head of Global Wealth and Retirement Solutions for Bank of America Merrill Lynch, will discuss the new global bull market for advice. Andy will explore how a number of dynamic forces are coming together to present historic opportunities for our industry, and how bold innovation is needed to meet the moment.

Andy Sieg, Managing Director, Bank of America Merrill Lynch

2:15PM – 3:15PM **Goals-Based Wealth Management – A Sea Change in Financial Advice Delivery**

You've been hearing about Goals-Based Wealth Management (GBWM) more and more, but what is it exactly? Which firms are adopting it, and where are we headed? MMI's GBWM Committee Chair Jack Sharry will open the session with an outline – from the perspective of both sponsor and asset manager – of the various forms GBWM has assumed and who the primary players are. The balance of the session will be devoted to an examination of the key issues and challenges this sea change in advice delivery is encountering, and a panel of GBWM thought leaders will describe what they are learning – especially about the necessary culture and support systems – as they seek to differentiate their firms and improve investor outcomes.

Moderator: Jack Sharry, Executive Vice President, Strategic Development, LifeYield LLC

Panelists: Annamaria Banaszek, SVP & CEO Eagle Strategies, New York Life
 Bill Crager, President, Envestnet
 Eric Lordi, Head of Cross-Platform Development, Barclays Wealth and Investment Management

3:15PM – 3:45 PM **Refreshment and Networking Break with Exhibitors**

3:45PM – 5:00PM **Concurrent Breakout Sessions**

The Art and Science Behind ETFs

Success models in the investment management industry are changing. The definition of achieving true success for clients has evolved from a pure focus on producing alpha to also helping them set, understand and realize long-term goals. As the wealth management business continues to evolve, different trends are emerging that challenge us to think differently about how we blend the art and science that is part and parcel of what we do.

ETFs, the fastest growing innovation over the past 22 years, provide a good example of this in practice. Last year was another record year for ETFs with total assets up 18% to just over \$2 trillion across 1,670 funds. As they have developed, ETFs have both widened the investing universe and changed the way portfolios are constructed as fee-based advisors have increasingly adopted ETFs to bring focus and transparency to their clients' portfolios. In this session, industry leaders will discuss how their firms view the art and science of ETF innovation. Topics to be discussed include:

- comparing and contrasting different models with a particular focus on dealing with cloned strategies,
- the growing acceptance of ETF products on wirehouse platforms,
- the outlook for active ETFs – are they the next big growth engine?
- the kind of additional diversity that can be brought to the ETF space,
- fee-based advisory programs that provide greater transparency and economic value, and

- the contrast between RIA and wirehouse models.

Moderator: Jill Mavro, Managing Director and Head of Strategic Relationships, State Street Global Advisors ,

Panelists: Mark Donoghue, Director, Head of ETF Product Management, Merrill Lynch

Michelle Fuller, Vice President, ETFs, PIMCO

Tim Rolfs, Director of Advisory Programs, MetLife Securities, Inc., MetLife

David Rosen, Director of ETPs, CEFs, and UITs, Morgan Stanley Wealth Management

Cathie Wood, Chief Executive Officer, ARK Investment Management

Bringing Impact Investing Down to Earth

Client demand for impact investing – the practice of investing with the intention of generating measurable social and environmental impact alongside appropriate financial returns – is without question on the rise. As a result, a number of systems, indices, and other kinds of resources have emerged to help with the measurement, management, and marketing of the non-financial performance of investments and evaluating them by the social good they achieve. But obstacles to truly widespread adoption remain. As panelists emphasized at MMI’s 2014 Annual Convention, the growth of this particular investment approach is hampered by issues related to transparency. This session, building on a new white paper released by MMI, will examine how leading practitioners are integrating impact investing in such a way that it becomes strategically material – improving how the financial services industry is able to make sense of impact investing, manage to the kinds of outcomes that clients seek, and meet growing demand.

Moderator: William Burckart, Founder and Managing Director, Burckart Consulting

Panelists: Gil Crawford, Chief Executive Officer, MicroVest

Anna Snider, Managing Director, Head of Global Equity Due Diligence, Merrill Lynch Wealth Management

John Streur, President and Chief Executive Officer, Calvert Investments

Transitioning to an Institutional Sales and Service Model for SMA and Alternative Distribution in the Advisory Marketplace

As wirehouse and RIA advisory teams serving ultra-high-net-worth and institutional investors continue to consolidate and their aggregate books of business grow larger, the distribution process for asset managers is likely to tilt from a traditional “knock-on-doors” retail orientation to a far more sophisticated “institutional” consultative approach. This panel will examine the ramifications of such a shift for asset management firms, exploring such topics as:

- whether asset management firms should invest in additional institutional product specialists for sales and support to increase their appeal to larger, more sophisticated advisory teams using primarily SMAs and illiquid alternative investments,
- given their limited time, the likelihood of advisors serving this market demanding the presence of a portfolio manager or an experienced institutional product specialist during the introduction of a new SMA or alternative strategy,

- whether portfolio managers or institutional product specialists will generally be required for client update meetings and whether they will be asked to provide institutional-level analytics on styles and manager performance,
- the pros and cons of advisors concentrating business within a small circle of asset managers to gain greater access to portfolio managers,
- how retail mutual fund wholesalers – who typically are not able to provide ultra-high-net-worth and institutional advisors with enough in-depth information and service to win the sale – can level the playing field,
- whether deeper, more consultative sales skills right up to the portfolio construction level can translate into fewer calls and more selective targeting of advisory practices, and
- the ramifications of the advent of a far longer-term sales process coupled with relationship building that takes years of cultivation.

Moderator: Doug Younkin, Managing Director, Third Party Distribution, Principal Global Investors

Panelists: Marc Brookman, Managing Director, Morgan Stanley Wealth Management
 Michael Warr, Executive Director, Resident Manager, Financial Advisor, The WHMZ Group at Morgan Stanley
 Jeff Woody, Executive Director, Head of Portfolio Strategy Consultants, UBS Financial Services, Inc.

5:00PM – 6:30PM **Reception and Networking with Exhibitors**

6:30PM – 9:30PM **Gateway to Leadership Industry Recognition Dinner**

Thursday, April 23, 2015

7:15AM – 8:30AM **Breakfast and Networking with Exhibitors**

8:30AM – 8:45AM **MMI Benefit Spotlight**

Learn about two important MMI benefits and how your firm can take advantage of them to ***Connect, Know and Grow***.

MMI NextGeneration – an exciting new initiative to enhance the interaction between member firms and engage our industry’s next generation of rising stars

Joel Hempel, Co-Chair, MMI NextGeneration Task Force, Chief Operating Officer, Lockwood Advisors, Inc.

Managed Solutions eLearning – the online learning platform, introduced last year, that is already impacting how firms train managed solutions employees, increase workplace skills, and drive associate engagement

John Coyne, Co-Chair, MMI Educational Outreach Committee, Vice Chairman, Brinker Capital

8:45AM – 9:45AM

From Generation to Generation: Preparing for When Wealth Changes Hands

To truly understand both existing and prospective clients, marketers, wholesalers, and financial advisors must all be ready to think beyond income level, education, buying preferences, and spending habits. Those who are most effective at forming client relationships will have a clear understanding of the different generations present in today's rapidly shifting marketplace, the key differences between them, and how the unique needs of each impact the sales and relationship building process. This presentation will demystify generational marketing, help you understand what sales approaches and techniques appeal to various generations, and offer practical advice and new ways to reach demographically diverse clients.

Why is this topic so critically important?

- By 2020, half of the American workforce will be Millennials.
- 70% of Baby Boomers plan to work past retirement.
- 77% of those under 30 worry they aren't investing enough.
- \$59 trillion will be passed down from one generation to the next over the next five decades.
- 90% of future heirs say they will change financial advisors upon receiving their inheritance.

Topics to be covered include:

- the four generations present in today's marketplace,
- critical generation gaps that can lead to client dissatisfaction,
- how different generations act and react in times of growth and change,
- the unique strengths of each generation,
- spending, saving and investment patterns by generation, and
- effective techniques for communicating, engaging and building relationships with next generation investors and advisors.

Kim Lear, Director of Content, BridgeWorks

Courtesy of



9:45AM – 10:45AM

Platform, Product, and Client Interfaces of the Future

UMA/UMH and other developments are fundamentally shifting the way investors and advisors use products and platforms, moving from traditional style box approaches to a focus on meeting specific and customized client outcomes. Capabilities offered by Robo Advisors have demonstrated the importance of customized, goal-oriented, tax-managed solutions. Strategist platform growth has underscored the increasing interest in products that deliver outcomes outside of the traditional style box. While outcomes have always been the objective, they have been difficult to design for on legacy vehicle-specific and style box-centric platforms. This panel will review:

- the future of platform development and its implications for product design, technology, client deliverables and the types of solutions needed to compete for and win future business,
- technology developments that enable the integration of vehicles and accounts and the measurement of outcomes by objectives, and
- the product design implications related to what platform operators, sponsors, advisors, and clients will be looking for in the future from asset managers.

Moderator: Robert Klapprodt, President of Vestmark Software, Vestmark Inc.

Panelists: Sanjiv Mirchandani, President, National Financial, Fidelity Investments
Curt Overway, President, Managed Portfolio Advisors, Natixis Global Asset Management
Russell Tipper, Managing Director, Merrill Lynch

10:45AM–11:45AM **The Great Debate Continues: Is Active Management Dead?**

Despite published statistics showing that only about 20 percent of active managers beat their benchmarks in 2014, individual investors, advisors and consultant due-diligence teams still try to distinguish between managers with skill and those with luck. As platforms and products continue to evolve, this becomes a daunting task. This panel explores a redefinition of a client's need for active vs. passive management from a number of perspectives:

- In which environments do active and passive management perform best?
- What are the key transparency issues with respect to passive management?
- What are the critical benchmarking issues?
- Does the persistent underperformance of the majority of active managers seriously call into question the future viability of active management? Is there a tipping point?
- Are there particular circumstances in which active management will outperform again?
- With the current trend toward Rep as PM, are advisors really doing better than money managers?
- How true is it that we are nearing a point where some will give active large-cap equity a pass, which would represent a major secular change of thought?
- How might the structure of funds ('40 Act vs. ETF vs. ETMF) change given the active/passive debate?

Moderator: Anthony B. Davidow, Vice President, Alternative Beta & Asset Allocation Strategist, Schwab Center for Financial Research

Panelist: Jim Jessee, President, MFS Investment Management
John Moninger, Director of Retail Sales, Eaton Vance
Jim Ross, Executive Vice President of State Street Corp., Global Head of SPDR ETFs

11:45AM

Closing Remarks & Adjournment