

Rembrandts in the Attic Revisited

Unlocking the power of competitive intelligence



ACTIONABLE INTELLIGENCE HIDING IN PLAIN SIGHT

In 1999, the Harvard Business Review Press published a guide to unlocking the power of patents and other intellectual property for competitive advantage. Titled *Rembrandts in the Attic*, the guide argued that competitive advantages were hiding in plain sight in most companies, like masterpieces forgotten in storage. Today, many firms continue to overlook valuable assets that can confer competitive advantages but for a different reason: Those assets are data, and that data sits in platforms waiting to be mined and extracted by analysts. Gartner likens these hidden assets to dark matter in astrophysics, present yet undetected.

ACTIVATING DATA THROUGH PUSH TECHNOLOGY

According to McKinsey & Company (2020), 57 percent of managers plan to invest in more data to empower their distribution teams. Fresh data on key contacts, consultant ratings, asset allocations, manager rosters and peer performance is seen as critical, because it contains the earliest signals of coming searches and replacements. At the same time, many firms worry about data overload, with estimates that their analysts may be missing up to 30 percent of these signals. The answer is data activated with push technology.

Through eVestment's Distribution Intelligence API, managers are activating their competitive intelligence by pushing it automatically to Salesforce. This ensures that Sales and Consultant Relations teams see the intelligence that's relevant to their territories in their everyday workspace, with alerts and even requirements to log activities based on the intelligence that's surfaced.

When signal-rich data gets to Sales and Consultant Relations teams faster, they can target the right prospects at the right time with greater precision. That's competitive advantage.

The value of competitive intelligence that generates one more mandate

	Active Equity	Active Fixed Income	Multi-Asset Strategies	Hedge Fund/Absolute Return
Average Commitment Amount (\$MM) ¹	\$112	\$126	\$151	\$122
Average Management Fee ²	51 bps	22 bps	56 bps	121 bps
1 Year Value (\$'000s) ³	\$575	\$272	\$847	\$1,480
Average Relationship Length (Years) ⁴	7.3	9.7	6.1	5.0
Lifetime Value (\$'000s) ³	\$4,200	\$2,647	\$5,146	\$7,398

¹ Average of 2,000+ completed mandates over 36 months ending 31-Mar-2021. Source: eVestment Market Lens.

² Average of negotiated fees paid by public plans. Source: eVestment Market Lens.

³ Exclude performance fees for hedge fund/absolute return mandates.

⁴ Average observed account turnover on 5,600+ equity, fixed income, and multi-asset strategies over 5 years ending 31-Dec-2020. Source: eVestment Analytics. Hedge fund holding period assumed to be 5 years.