iShares by BlackRock

Rethinking portfolio construction

# ACTIVE PORTFOLIOS START WITH INDEXING

**Capital at risk.** The value of investments and the income from them can fall as well as rise and are not guaranteed. You may not get back the amount originally invested.

Through BlackRock Portfolio Analysis and Solutions' (BPAS) interactions with clients, successful investors stand out because of their:

- Higher adoption of illiquid and 'real' alpha-seeking strategies
- Higher index adoption
- Deliberate and adaptable approach to blending these solutions

In line with this, we have seen an ongoing shift to index strategies amongst investors,[1] with both distributors and end investors changing their perception of the role and value of index vehicles. We reflect on why indexing matters.

**SAVE TIME** | **MANAGE RISK** | **CURB COSTS**

## SAVE TIME WITH INDEXING

It takes time, skill and effort to determine which managers deliver 'true' alpha (returns which are non-systematic and cannot be captured via index solutions) and to continually monitor and review these managers' performance.

As the number of products available to investors increases, the cost compounds. There are currently **over 48,000 funds** domiciled in **Europe**,[2] nearly twice the number of instruments available a decade ago. The size of these funds (assets under management, AUM) varies greatly, suggesting diverse investor choices and a lack of consistently performing managers.

**1** 2019 Greenwich Associates Institutional ETF Study, February 2019. Based on 127 responses. **2** Morningstar, as at June 2019. The number includes all alpha-seeking, index mutual funds and ETFs domiciled in Europe. This number excludes share classes.

## What the research shows

Selecting alpha-seeking managers requires a constant focus. Based on an extensive study of **4,500 alpha managers across 21 asset classes** between 1997 and 2017,[3] the BlackRock Investment Institute (BII) has recently looked at the performance persistency of alpha managers within the top quartile over 5-year periods. **A meaningful persistency probability would be above 25%.** Interestingly, this was found to be the case for only a few asset classes based on the set of confidence bands. In all other instances, the 'good' selection of a successful manager could not be set apart from a random choice.

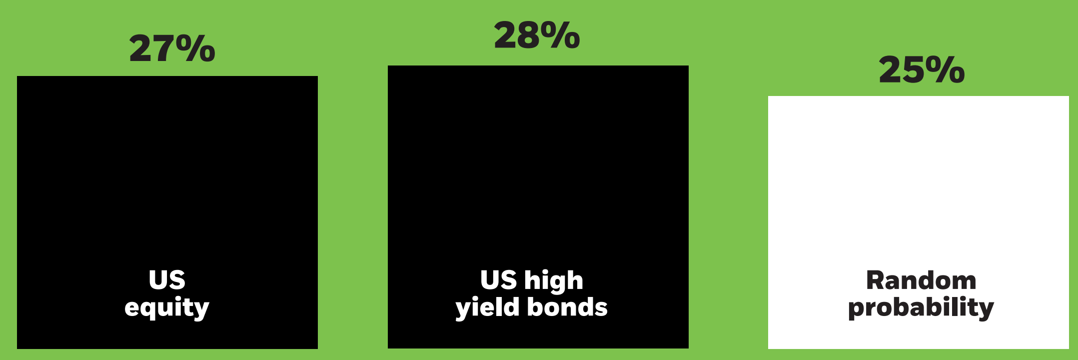
Research from S&P[4] highlights the inverse relationship between time horizon and the ability of top-performing funds to maintain their position, showcasing that relatively few funds can consistently stay at the top over the long-term. Over 5 years, only **27% US equity managers** within the top quartile in 2013 remained in the top quartile in 2018. For **high yield funds** the figure was **28%.**

## Indexing for returns

In other words, **building portfolios with consistently top performing managers involves turnover.** This constant search, selection, performance assessment and reselection are a **cost that should be taken into consideration.**

Investors who do not have the capacity to research and regularly monitor their managers may be better off by consolidating the number of alpha-seeking managers in their portfolio and considering greater index selection. These choices will help to make portfolio and risk monitoring more efficient while minimising implementation, transaction and governance costs and focusing selection skills on the areas of true expertise.

**% of managers that remained in top quartile from 2013 – 2018**




**Past performance is not a reliable indicator of current or future results and should not be the sole factor of consideration when selecting a product or strategy.**

Source: S&P Persistence Scorecard (SPIVA), S&P Dow Jones Indices LLC, CRSP as at September 2018. High yield surveyed 144 different managers; whilst US equity managers surveyed 1988 managers. Analysis based on fund count at the start (September 2013) and assessing how many of these funds remained in the top quartile after 5 years (September 2018). Persistency based on 12 month rolling periods over the 5 years has not been considered. For illustrative purposes only.

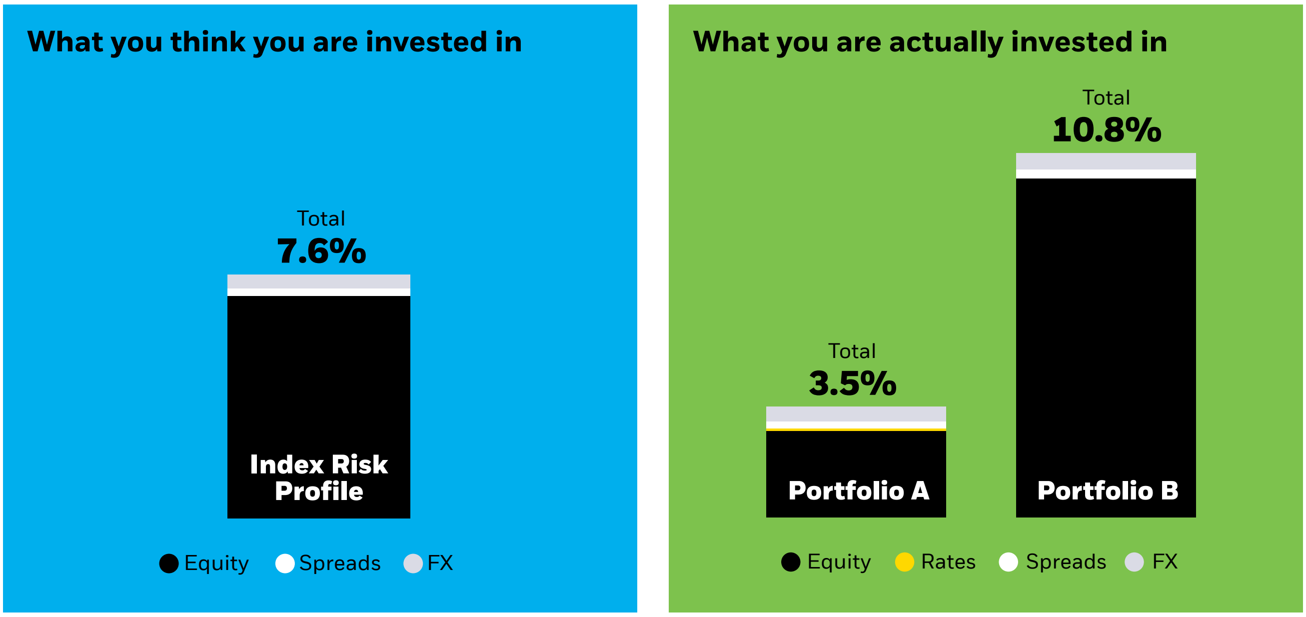
**3** BlackRock Investment Institute, "Blending alpha-seeking, actor and indexing strategies: a new framework", July 2018.
**4** S&P Persistence Scorecard (SPIVA), S&P Dow Jones Indices LLC, CRSP as at September 2018. High yield surveyed 144 different managers; whilst US equity managers surveyed 1988 managers. Analysis based on fund count at the start (September 2013) and assessing how many of these funds remained in the top quartile after.

# MANAGE RISK WITH INDEXING

One of the key components of successful portfolio construction is understanding the risks of the investors' investments. Unlike returns, risks can be more easily predicted and controlled.

Understanding risk goes beyond looking at products in a siloed approach and requires investors to assess, monitor and manage risks at whole portfolio level.

Typically, portfolio construction starts by designing a strategic asset allocation at an index level and is then implemented through a variety of instrument choices, with the product choices structurally separated from asset allocation decisions. This assumes that by fitting products into an asset allocation, the risk of the portfolio will be aligned with that of the theoretical combination of indices the allocation has been designed with. But when moving from theory to reality, two implementations of the exact same asset allocations can have very different risk profiles. For example, an index implementation of a global **60/40 stock and bond portfolio**[5] would have delivered, over the last 5 years, an **annualised risk of 7.6%** (see chart below) in USD terms. Implementation with active products—or blends of index and active—would have led to risks varying from **3.5% to 10.8%,**[6] depending on the manager.




Source: Analysis based on all European domiciled active managers, with a 5-year track record and benchmarked to MSCI World and Bloomberg Barclays Global Aggregate Bond Index. Source: BlackRock, Morningstar from 30 June 2014 – 30 June 2019. Assumes USD-based investor. Data frequency = Monthly. Equity, Rates, Spreads and FX showcase the breakdown of the ex-ante risk factor drivers. Source: BlackRock Aladdin, as at June 2019. For illustrative purposes only.

**5** 60/40 Portfolio based on 60% MSCI World Index and 40% Bloomberg Barclays Global Aggregate Bond Index. Source: BlackRock, Morningstar from April 2014 - April 2019. Assumes USD-based investor. Data frequency = Monthly. **6** Analysis based on all European domiciled active managers, with a 5-year track record and benchmarked to MSCI World and Bloomberg Barclays Global Aggregate Bond Index. Source: BlackRock, Morningstar from 30 June 2014 – 30 June 2019. Assumes USD-based investor. Data frequency = Monthly.



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## How technology can help

The BlackRock Portfolio Analysis and Solutions (BPAS) team[7] leverage the power of BlackRock's risk management platform to help clients understand and manage risk exposures within their portfolios. Through these interactions, we identify that there is often a misalignment between the investment outcomes that clients have stated and the actual exposures of their portfolios. This can be caused by:

| | |
|---|---|
| **Manager style drift** | In this case, the evolution of choices made by alpha-seeking managers overtime. Investors select managers for specific purposes, for example to gain access to an asset class. Within their mandates, managers will be able to deliver on their objective in different ways, and these 'degrees of freedom' might lead to overall portfolio exposures which are different from the ones intended at theoretical asset allocation level. Think about sectors, country, currency or factor tilts which weren't necessarily the focus when selecting the specific manager. |
| **Over diversification of managers** | In this case, products have been chosen for a specific purpose, and successfully in terms of identifying good managers. Yet, many instruments are chosen within one asset class, leading to small allocations to each vehicle. As a result, the products selected for a specific purpose may contradict views expressed elsewhere, resulting in the combined portfolio resembling different views to those intended. |

**Risk** - While proprietary technology platforms may help manage risk, risk cannot be eliminated.

## Indexing for control

When it comes to implementing an asset allocation view on a specific market or asset class, **indexing can help to control risk** and **reduce the misalignment** between the target and the investable portfolio. Furthermore, it allows investors to **free up risk and fee budgets** to express tactical views with conviction through successful alpha managers.

**7** BlackRock Portfolio Analysis and Solutions (BPAS) is a team of portfolio consultants which seeks to provide industry leading tools, analysis and insights for our clients. Through customised, outcome-orientated client engagements around portfolio construction and risk management, the team can assist clients with asset allocation, portfolio restructuring and implementation decisions.



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# € CURB COSTS WITH INDEXING

There is more pressure than ever to reduce portfolio costs. Transparency and increased scrutiny on fees are shifting institutional allocations and changing distributors' revenue models, while technology is creating powerful competitors, such as **'robo'** advisers and **automated offerings** that deliver simple and cost-efficient solutions.

> **“Clients talk about value for money now, that's something that we didn't use to have conversations around, but it's just because costs are under the microscope across every part of the value chain. So clients squeeze us, we squeeze managers.”**
>
> UK Wealth Manager[8]

## Indexing for performance

When it comes to performance: costs matter. This is amplified in a low return environment.

Success goes beyond simply reducing headline management fees, since in many instances, accessing strategies at a premium is needed when building towards portfolio outcomes. The real question portfolio builders should ask themselves is: **could a similar portfolio outcome be achieved in a more cost-efficient manner?**

BlackRock believes that, unless a manager can consistently capture idiosyncratic returns which outweigh their management fee, an index vehicle may be a more cost-efficient way to access the given exposure.

**Further reading:** 3 Habits of Highly Effective 'Active' Investors

**Want to know more?** iShares.com

**8** BlackRock, *2019 Wealth Industry Evolution* survey. Based on interviews of 15 large European distributors across different jurisdictions.



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**Lit No. PIL2-4PGR-0719** 192819T-B-0719

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