

BlackRock | **SCADpro**

Winter 2020



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Introduction

The Savannah College of Art and Design was proud to partner with BlackRock, one of the world's leading asset management firms during a ten-week SCADPro course. Eleven SCAD students were selected to assist in the research and development of concepts for the re-imagining, modernization, and digitalization of the client experience for BlackRock's Institutional Client Business.

In this process book, you will see the journey of the project, from the streamlining of research for insights to creating innovative, creative solutions for BlackRock's needs. The team of eleven students represents six SCAD Major disciplines, including Creative Tech, Animation, and Graphic Design, and they also come from five different countries across the world.

Team Members



Holly Quarzo

*SCAD-Atlanta
Atlanta, GA*
Professor of Graphic Design



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Dillon Hickey

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B.F.A. Graphic Design
Minor in business management
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B.F.A. Motion Media Design



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and entrepreneurship



Pardis Pourshiravi

Atlanta, GA
Isfahan, Iran
B.F.A. Graphic Design



Ciara Robinson

Rockville, MD
B.F.A. Game Design and Development





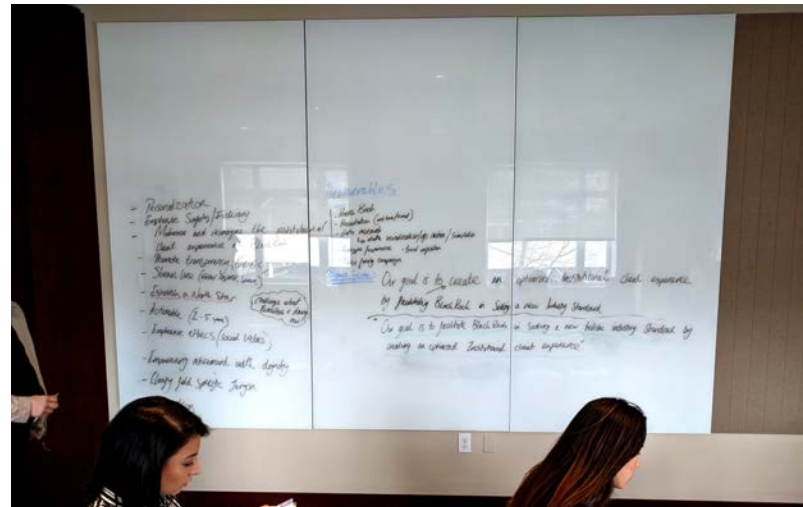
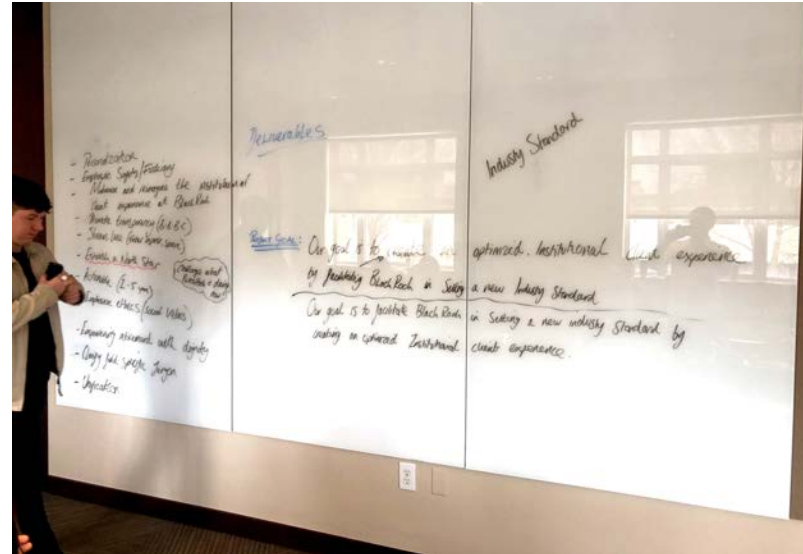
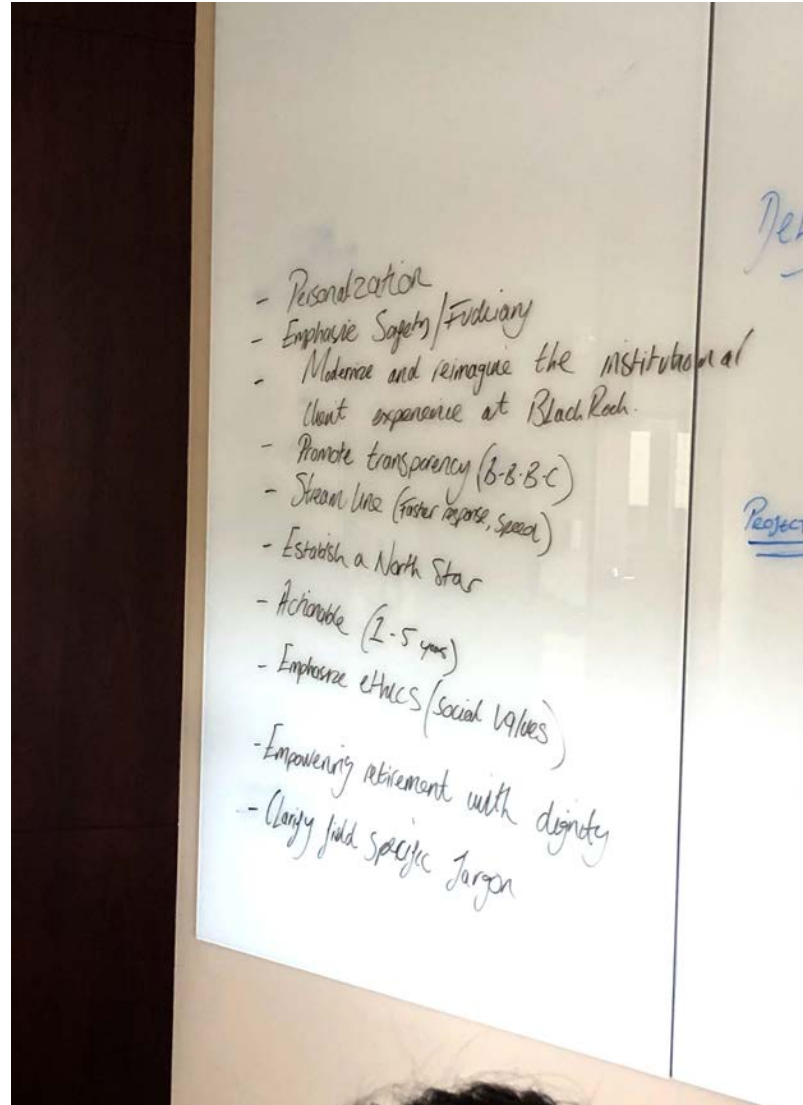
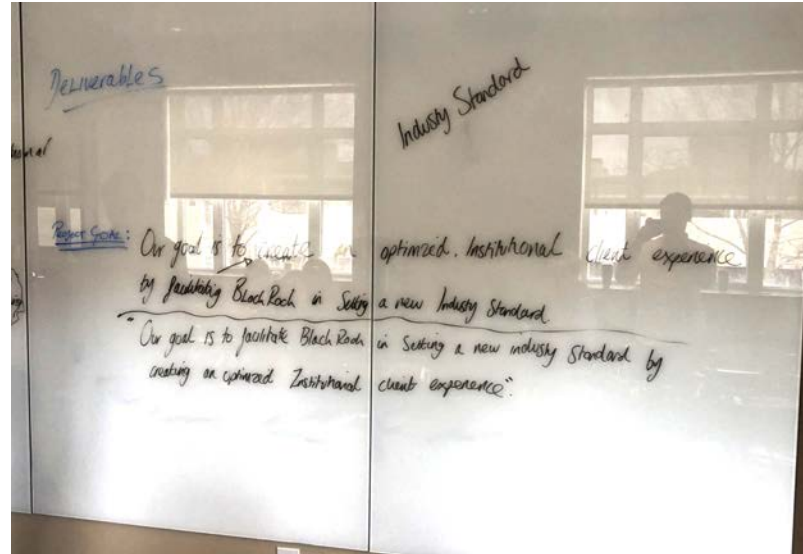
Goal

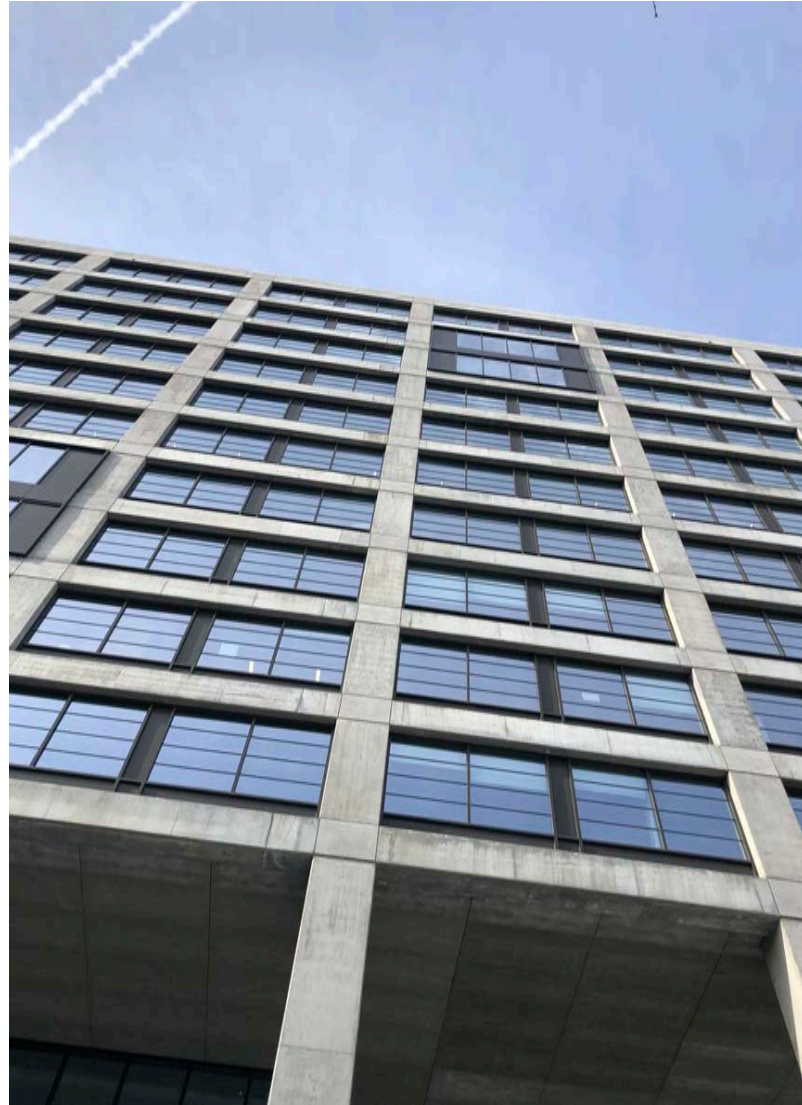
Our goal is to facilitate BlackRock in setting a new industry standard by creating an optimized institutional client experience.

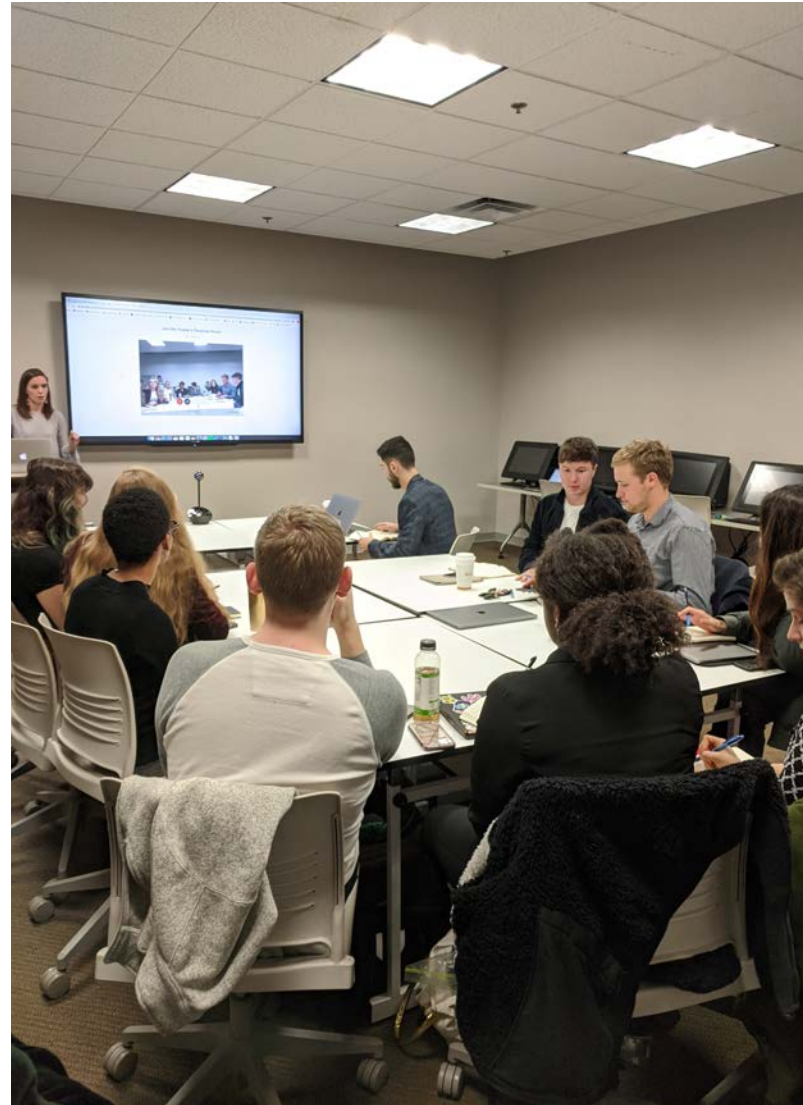
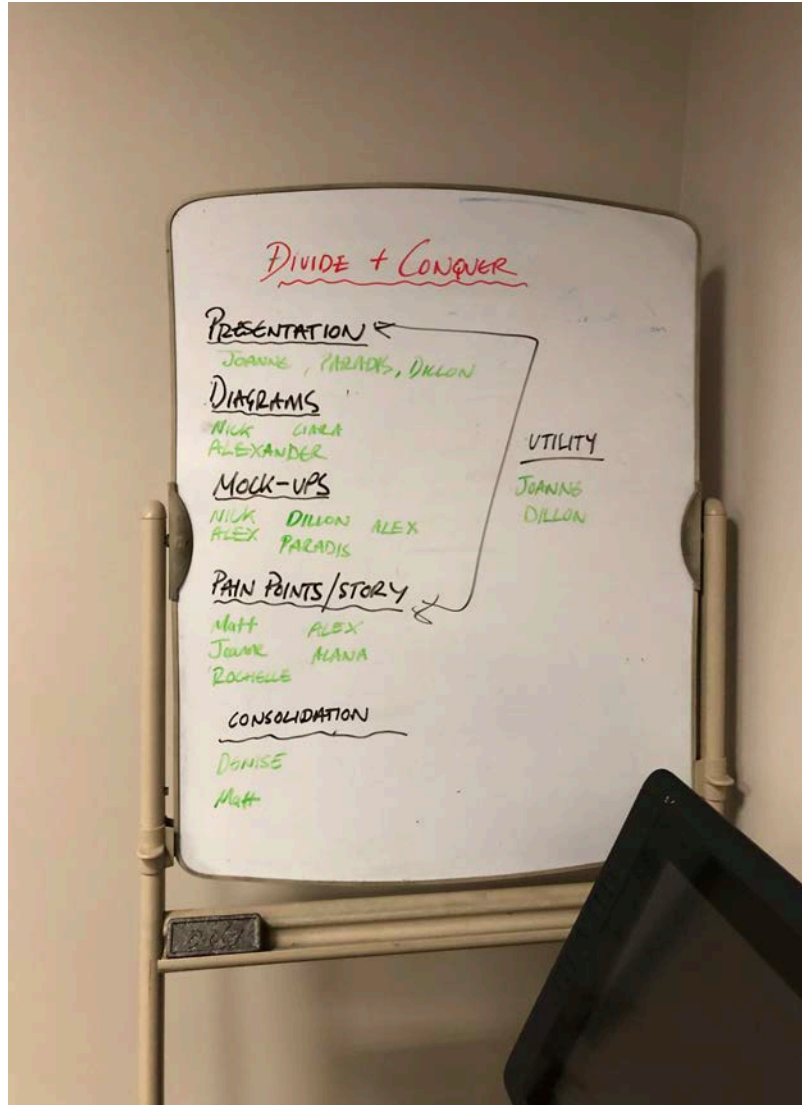
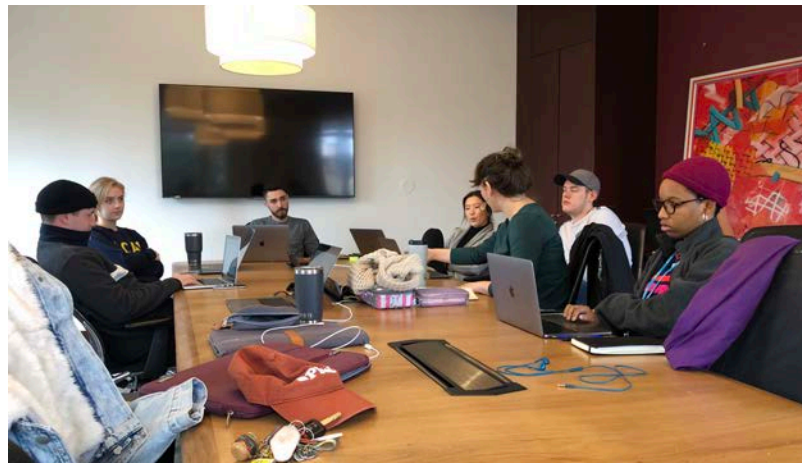
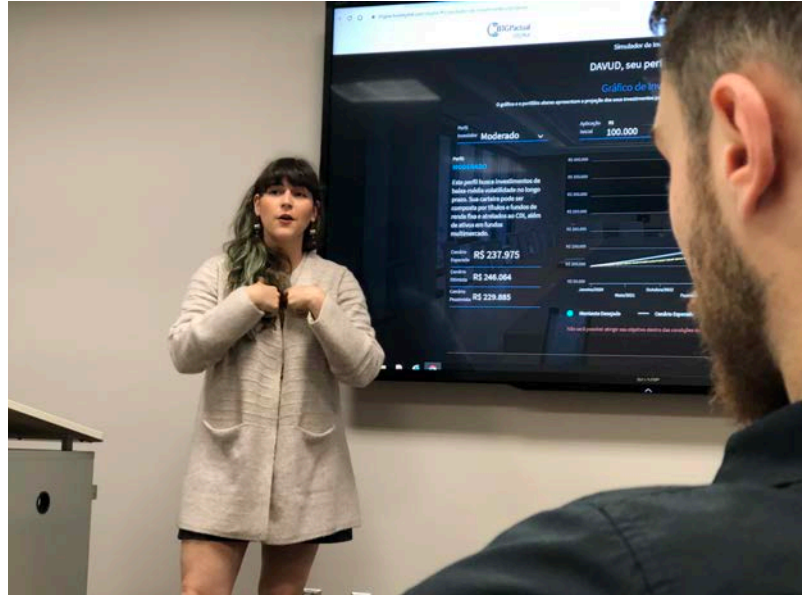


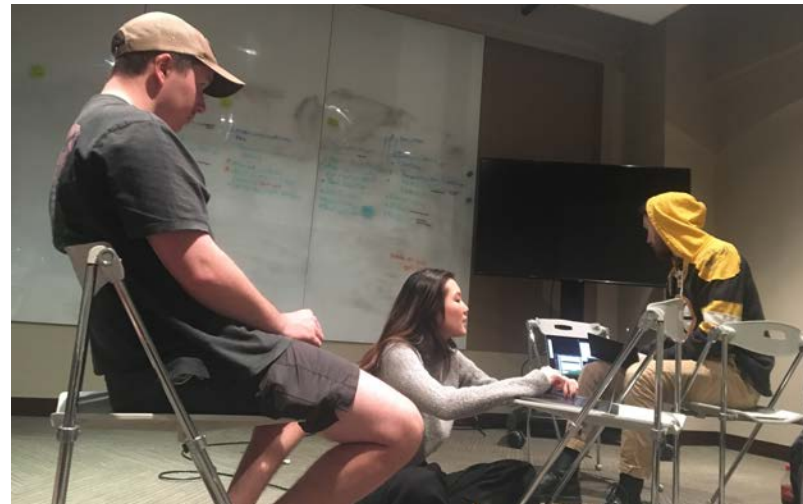
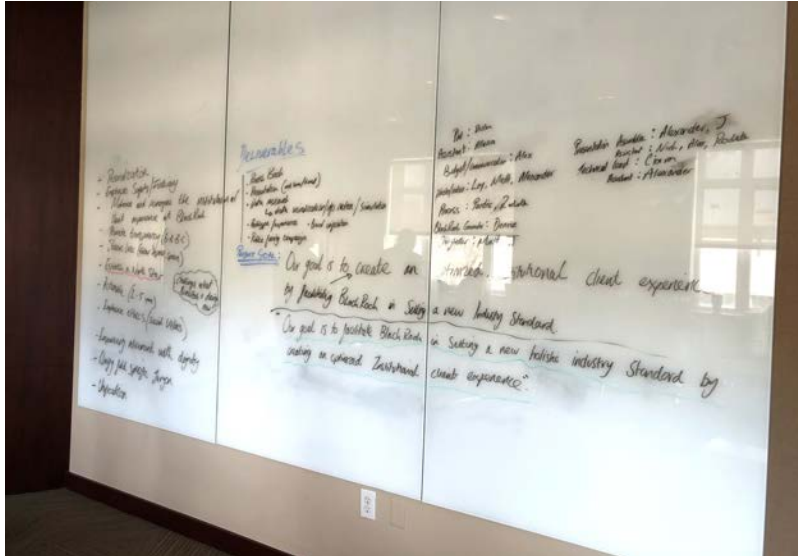
Research

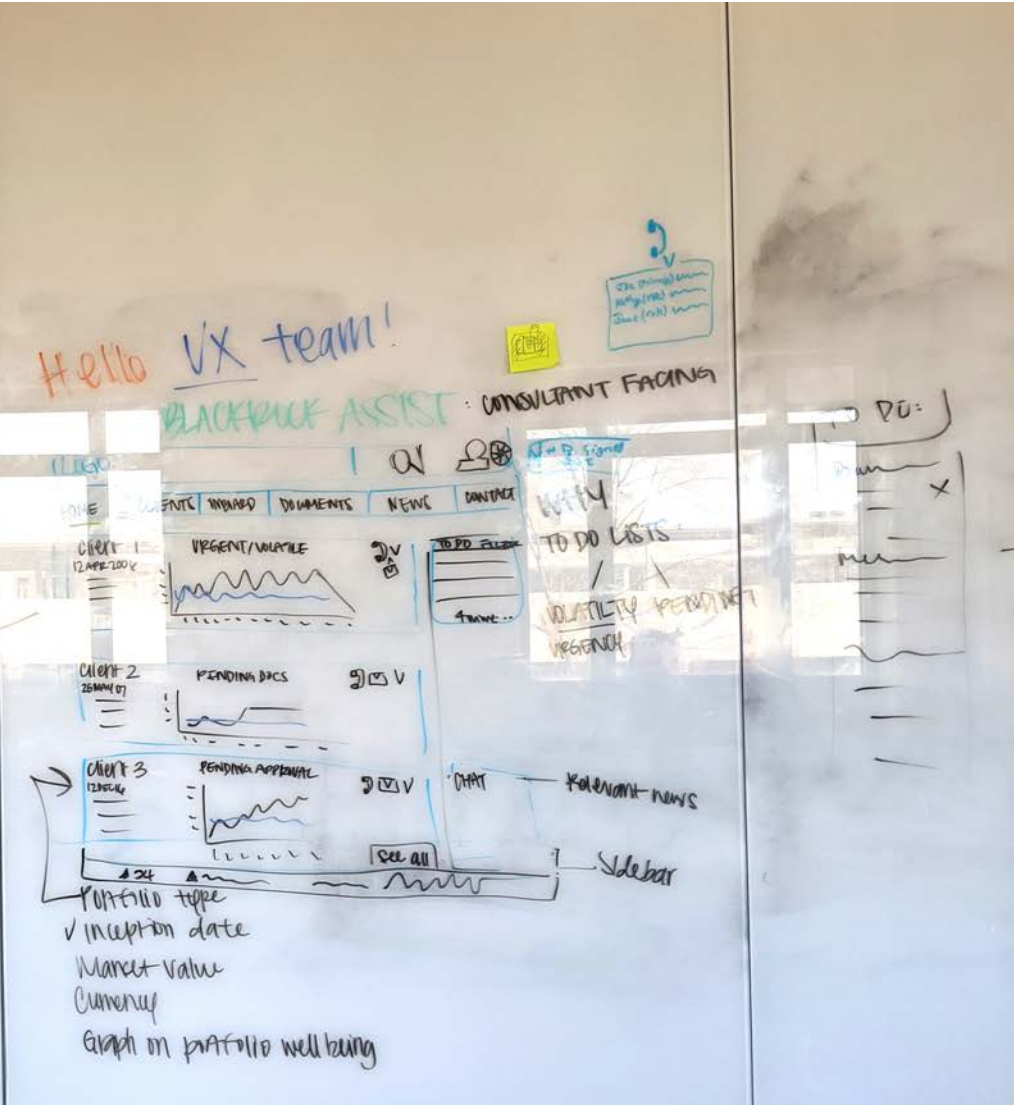
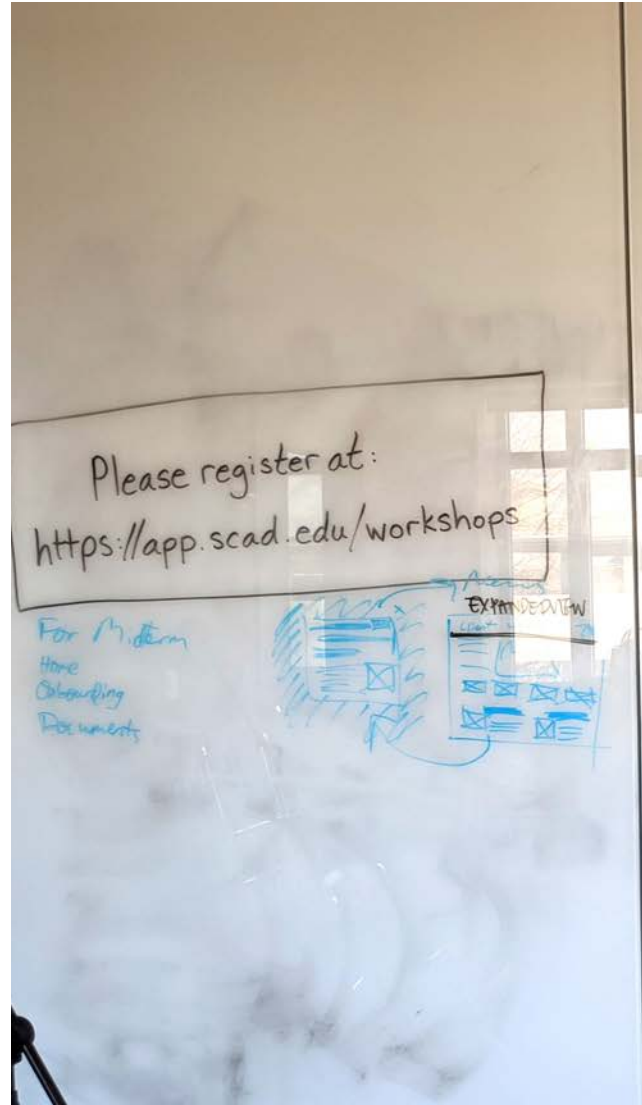
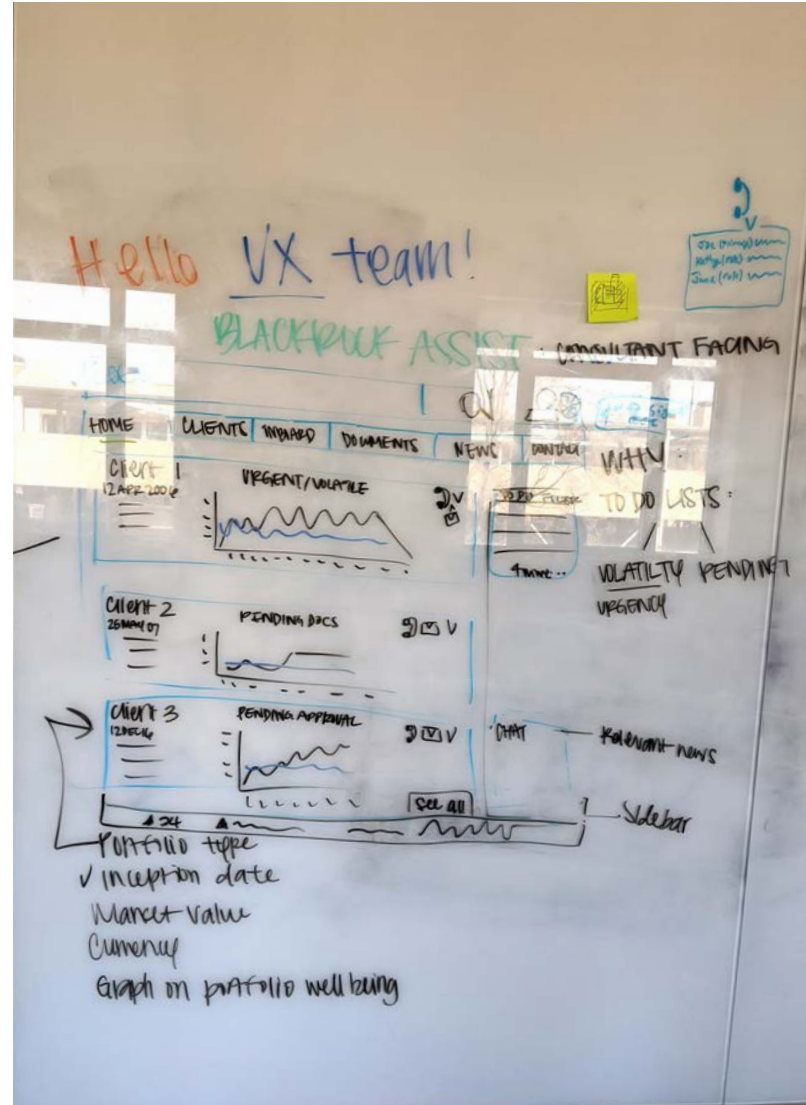
Guided by the objective, as well as client information, the following pages show the process of the team's research. The development of insights, creative ideations, and deliverables were all derived from the in-depth research process.













Insights

BlackRock provided the team with a lot of information to help guide their project and eventual solutions. The students, who were not familiar with the world of asset management had to dive headfirst into research, enveloping themselves in the world of BlackRock and finance. The following pages show the key insights derived from the research process.

Organization

Communication

Timeliness

Access to Information

Transparency

Personalization

No easy way to share documents

No easy way to sort through documents to find what you need

It's hard to keep track of who has the latest version of a document

The experience needs to be more data rich

There's no direct access to third party data

No process to verify that the amount of the transfer is correct

No clear indicator of where the client is in the on boarding process

On boarding takes an extensive amount of time

Not easy to transfer money to a different manager

No quick way to transfer files/documents

Acronyms that are not easily understood by people outside BlackRock

Lack of human interaction

Can't easily compare funds

Clients don't know what they can do inside gateway or they're unfamiliar

Confusing to sort through portfolios

Difficulty in getting to know the client (AML-KYC)

No mobile access

"I have information overload. The thought leadership, emails and calls I receive are too broad and don't reflect an understanding of my...investment needs."

"BlackRock should ask better questions."

"Contracting with BlackRock is incredibly slow and difficult..."

BlackRock is...the most difficult and inflexible to deal with when contracting..."

"We haven't really received any bills in the past year."

"The responsiveness is not always as good as we'd like... It costs us time and distracts us from being efficient."

"Tell me about insights related to the asset class I'm specialized in"

"Tell me about the long term effect and outlook on existing funds"

"Provide me with access to slides before and after the event."

"If a topic affects the outlook of this fund, I'd be interested"

"When a fund isn't performing as expected, I need to know why"

"Make things easier to find"

"High pressure to deliver reports on time"

"Difficult to know what files you need and where to find them"

"Dependency on BlackRock to support ad-hoc queries"

"Consultants want ability to find out details by themselves"

"Investment consultants cover more than just one role"

"I need to find out if there are new or updated funds that can potentially appear on the buy list." (*pgs 33-46)

"I want details on the strategy, credentials and volatility of the fund, and of the team behind it."

"BlackRock doesn't know which funds we've rated, listed, or what clients we use them for"

"I don't want to wait for a fact sheet."

"BlackRock needs to be honest and tell me why a fund is under-performing"

"I want to appear knowledgeable and recommend the best next steps for my client"

"Make performance data and fact sheets available timely"

"Show funds related to clients"

"Highlight fund performance issues"

"Raise awareness of new funds"

"You would build trust if you were open and honest about why funds are under-performing"

"Share relevant market insights (eg legislative, mass market, political long term) and their effect on related funds' outlook"

"Highlight BlackRock events, summary and slides"

"Quick view to find the right contacts within BlackRock"

"Get notification for updates on watched content"

"Select topics, news, asset classes fund changes to watch"

"I expect BlackRock to send me information that I'm interested in"

"Provide commentary in plain English and its effect on the outlook of the fund, esp when performance is other than expected"

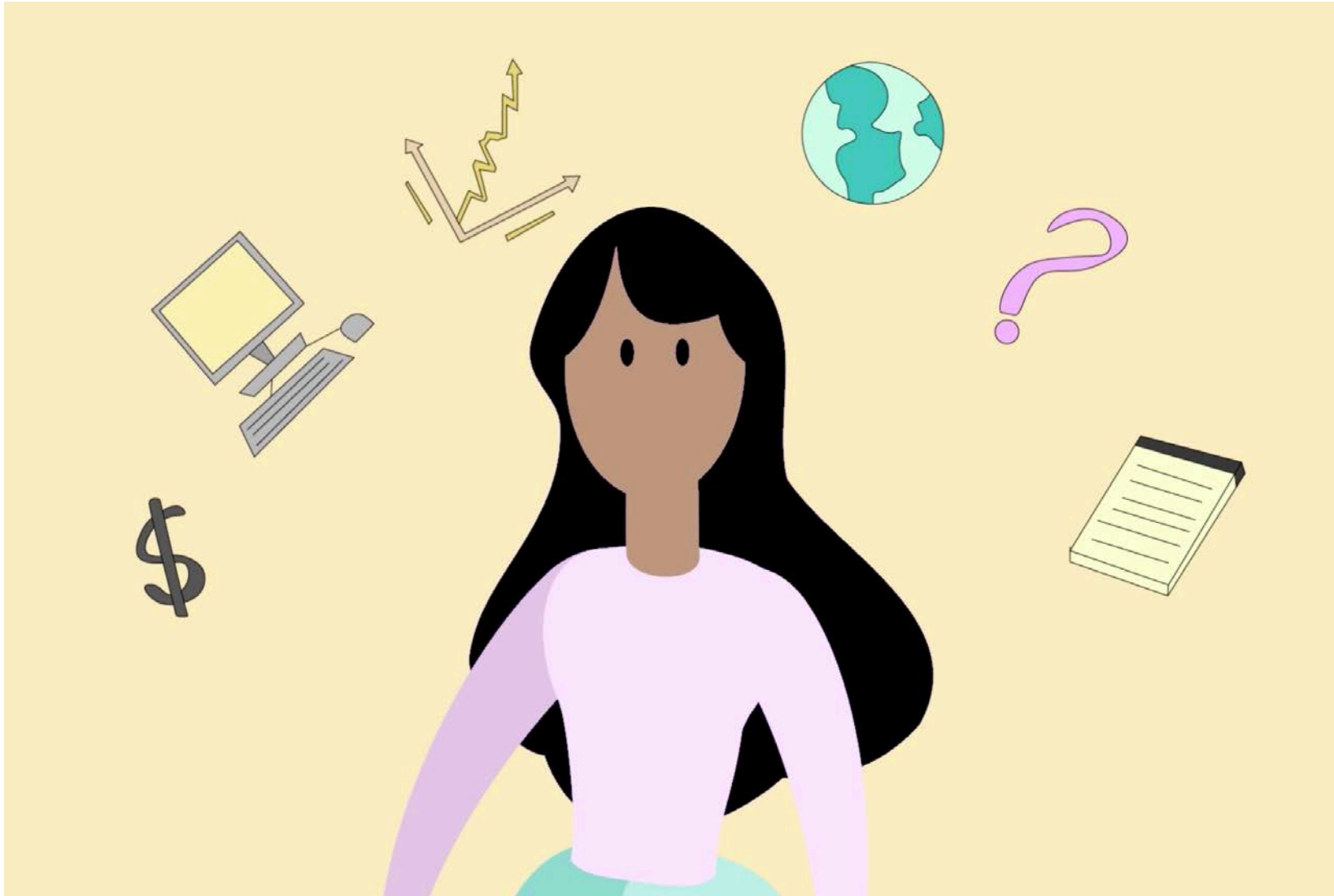
"Enable listing and client mapping for funds"

"Show the right share classes for clients"

"Show people related to the fund and their credentials"

"Support custom date ranges for fund display and export"

"Provide commentary linked to unexpected fund performance behavior"



Becky

BlackRock Representative

Through the use of an animated avatar, the SCADPro team was able to provide more context. Becky was positioned as an internal relationship manager at BlackRock. By outlining her frustrations and pain points through an animated video, BlackRock was able to perceive the content in a more humanized way.

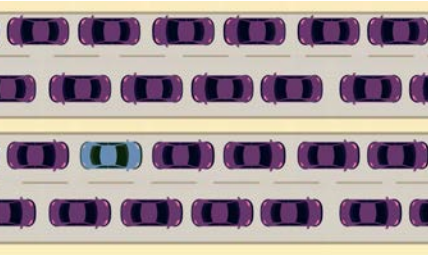
BLACKROCK

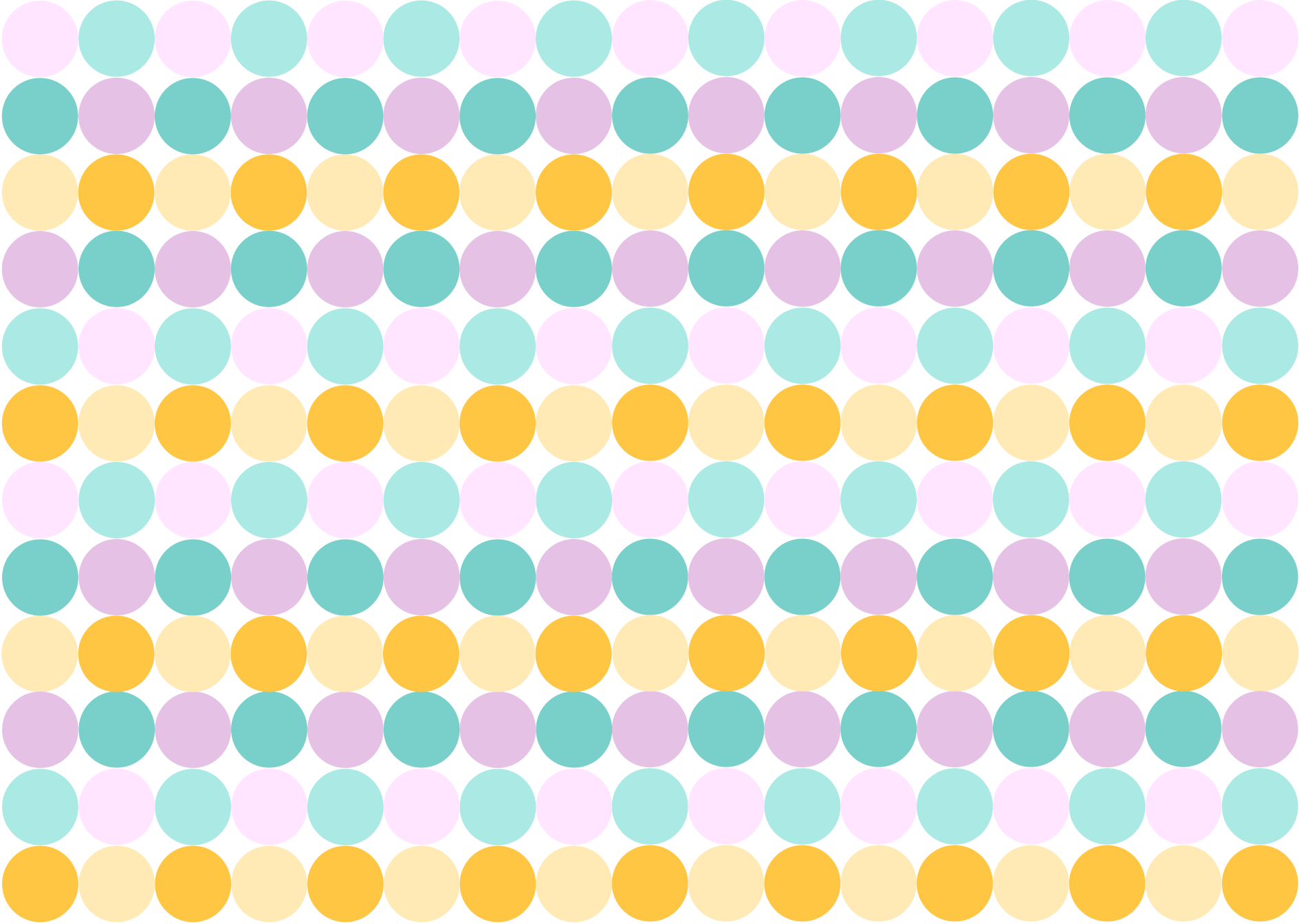
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A Day in the Life





Main Points



Communication



Education



Transparency



Automation



Midterm Deliverables

At the halfway point of the project, the SCADPro team visited the BlackRock headquarters to present their ongoing work. During the presentation, they shared their insights, research, and began showing their solutions.

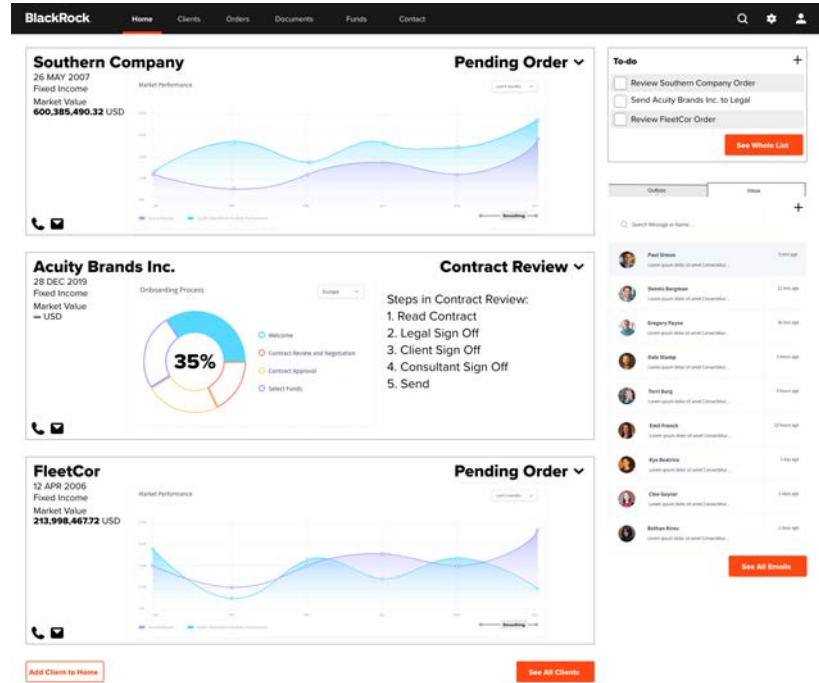
Phase 1:

gateway2.0

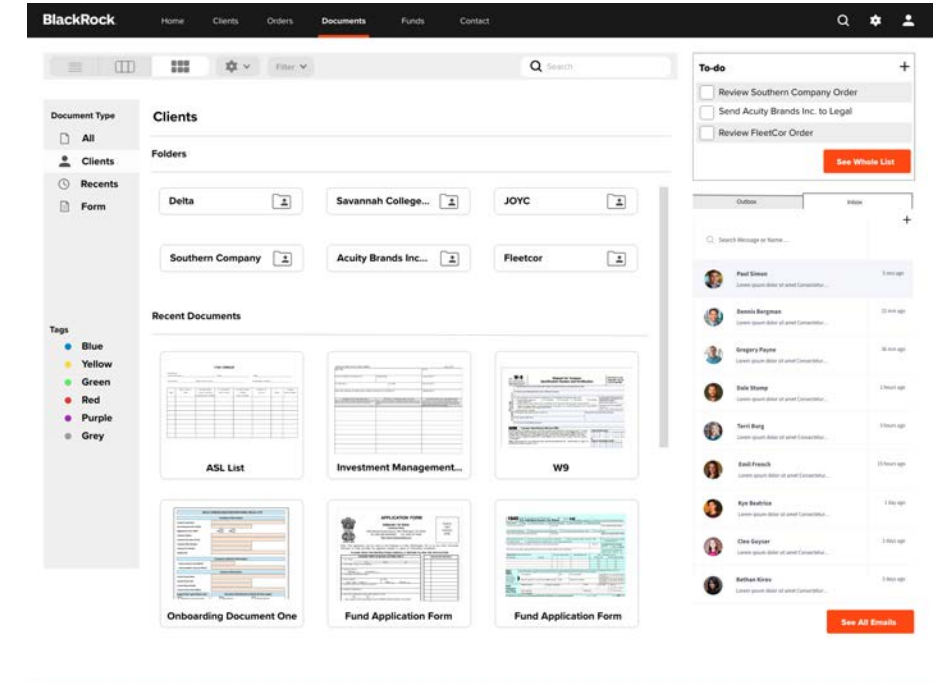
The team decided to offer BlackRock a strategy consisting of three phases for the integration of their solution. Phase One tackled the existing internal portal that was used by internal BlackRock representatives. The SCADPro students created a revitalized interface, tackling challenges they had heard that included a more transparent experience and access to fund information.

gateway2.0

gateway2.0



gateway2.0, Home
 Consultants can pick which client snapshots they see on the home screen, edit their to do list, and use an integrated email inbox so they can communicate without exiting gateway.



gateway2.0, Documents
 Consultants now have an easier way to access, organize, and find the documents they need.

BlackRock Home Clients Orders Documents **Funds** Contact

All funds Asset Class Markets and Regions Average annual return NAV (%) Search

Ticker	Fund Name	YTD (%)	1Y (%)	3Y (%)	5Y (%)	10Y (%)	Incept (%)	Perf. as of	Incept date	Net Assets (USD)	Fact sheet
IVV	iShares Core S&P 500 ETF	31.44	31.44	15.23	11.65	13.50	6.15	Dec 31, 2019	May 15, 2000	203,365M	+
IEFA	iShares Core MSCI EAFE ETF	22.67	22.67	9.99	6.28	-	715	Dec 31, 2019	Oct 18, 2012	74,958M	+
AGG	iShares Core S&P 500 ETF	8.68	8.68	3.99	3.00	3.65	4.05	Dec 31, 2019	Sep 22, 2003	72,718M	+
EFA	iShares Core U.S. Aggregate Bond ETF	21.94	21.94	9.50	5.61	5.41	5.40	Dec 31, 2019	Aug 14, 2001	63,380M	+
IEMG	iShares Core MSCI Emerging Markets ETF	17.50	17.50	11.09	5.37	-	3.73	Dec 31, 2019	Oct 18, 2012	59,583M	+
LH	iShares Core S&P Mid-Cap ETF	26.14	26.14	9.20	8.96	12.61	9.31	Dec 31, 2019	May 22, 2000	52,041M	+
IWF	iShares Russell 1000 Growth ETF	36.08	36.08	20.25	14.42	15.00	5.37	Dec 31, 2019	May 22, 2000	50,237M	+
LIR	iShares Core S&P Small-Cap ETF	22.79	22.79	8.37	9.55	13.31	9.95	Dec 31, 2019	May 22, 2000	46,704M	+
IWM	iShares Russell 2000 ETF	25.42	25.42	8.56	8.24	11.83	-8.03	Dec 31, 2019	May 22, 2000	43,959M	+
IWD	iShares Russell 1000 Value ETF	26.34	26.34	9.51	8.11	11.59	7.04	Dec 31, 2019	May 22, 2000	40,434M	+
USMV	iShares Edge MSCI Min Vol USA ETF	27.77	27.77	15.50	12.43	-	14.62	Dec 31, 2019	Oct 18, 2011	38,220M	+
LQD	iShares iBoxx \$ Investment Grade Corporate Bond ETF	17.13	17.13	6.50	4.84	5.93	5.73	Dec 31, 2019	Jul 22, 2002	35,356M	+
EEM	iShares MSCI Emerging Markets ETF	17.67	17.67	10.92	4.99	2.85	10.60	Dec 31, 2019	Apr 07, 2003	28,687M	+
IYW	iShares S&P 500 Growth ETF	30.91	30.91	18.46	13.32	14.57	5.92	Dec 31, 2019	May 22, 2000	25,263M	+
ITOT	iShares Core S&P Total U.S. Stock Market ETF	30.87	30.87	14.55	11.31	13.36	8.92	Dec 31, 2019	Jan 20, 2004	25,015M	+

Select funds to compare 1 2 3 4 5 ... 41 >

CLIENTS All Clients Recent Clients Clients by Market Value High Priority Clients

ORDERS All Orders Recent Orders Make an Order Pending Orders

DOCUMENTS All Documents Recently by Client Recent Documents Forms

INFORMATION All Funds Filtered Funds All News

CONTACT Chat Email Phone Recent Contact

gateway2.0, Funds
 To streamline the experience further, consultants can view BlackRock's fund information within the portal.

Summary



Integrated email system



Emphasis on documents



Access to fund information



Implementation of to do list

Phase 2:

BlackRock One

The second phase that the team provided delved into automation, a concept that would propel BlackRock towards their North Star. This phase would enable BlackRock to set a new industry standard for asset management for all, by connecting internal teams with consultants like never before.

The logo for BlackRock One. It features the word "BlackRock" in a bold, sans-serif font, with the "Black" and "Rock" parts in black and the "Rock" part in white. To the right of "BlackRock" is the word "one" in a large, bold, black, lowercase sans-serif font. The "one" is positioned such that its top and bottom edges align with the top and bottom of the "BlackRock" text.

BlackRock One

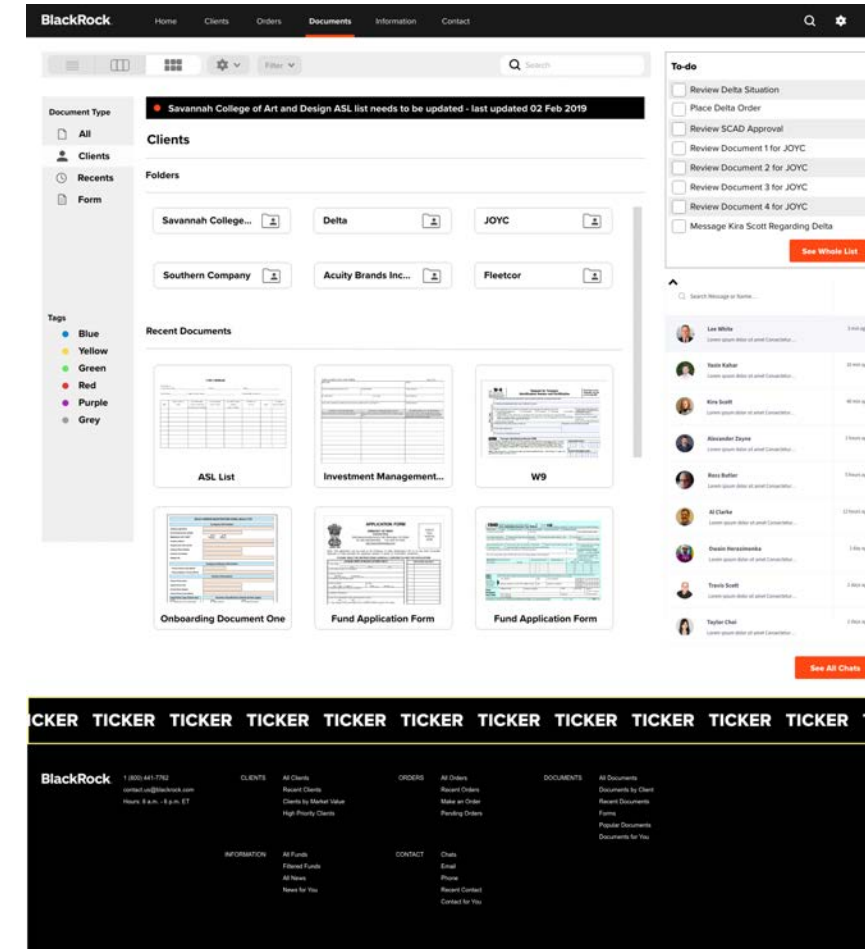
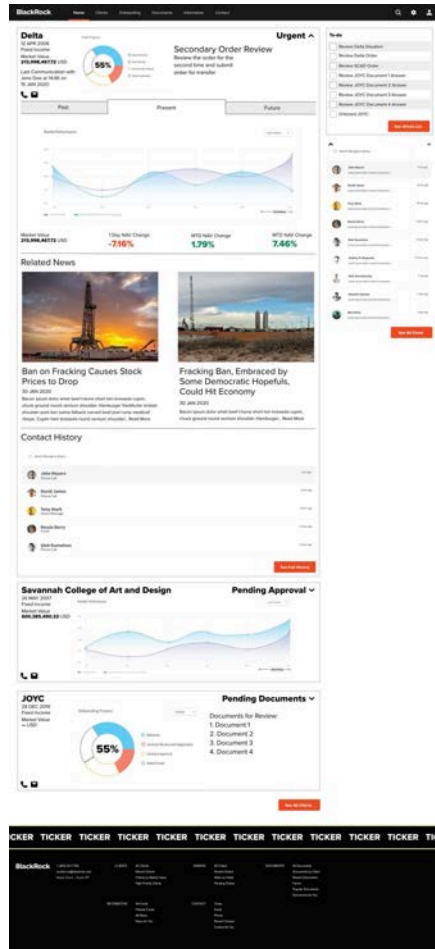
Visible to both consultants and BlackRock, communication and transparency are more streamlined. The portal is now automated. The to do list is now automatically generated, and the clients that appear on the home screen are determined by the to do list.

BlackRock One
Consultant View, Home

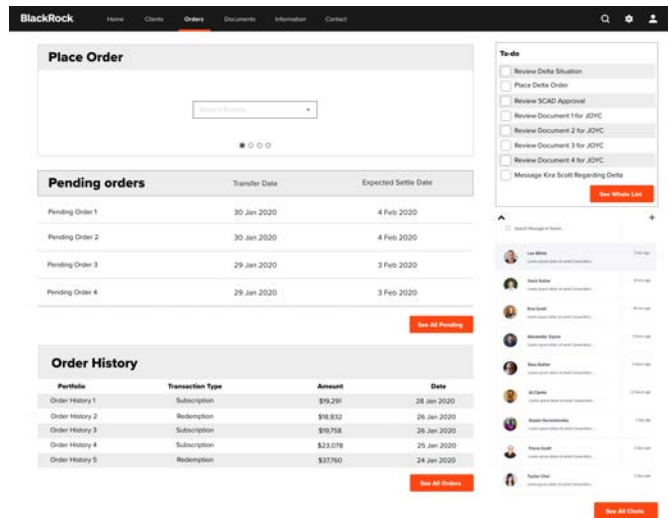
BlackRock One
BlackRock View, Home

BlackRock One

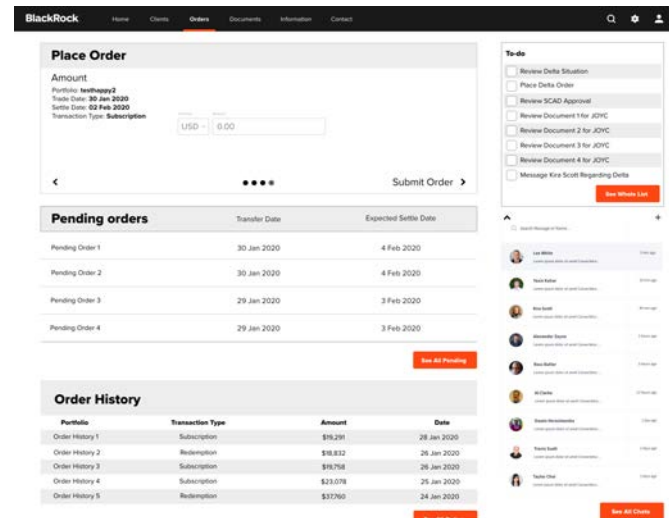
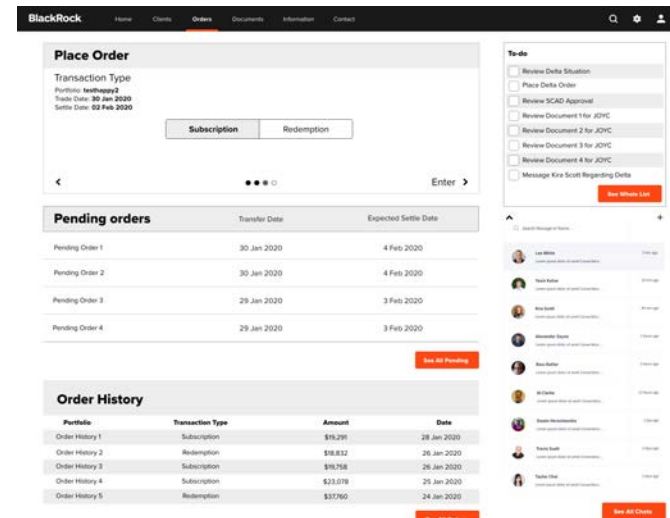
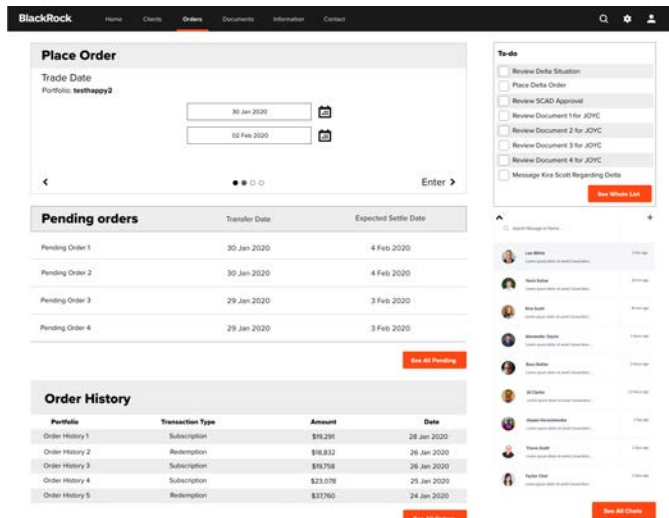
BlackRock One
 Consultant view, Home
 Expanded client view
 This provides a more detailed breakdown of the client, including past, present, and predicted portfolio performance, relevant news, and contact history with automated important talking points for easy reference.



BlackRock One
BlackRock View, Home



BlackRock One Consultant view, Orders
 Consultants can place orders one step at a time and have the ability to see their pending orders and order history.



Summary



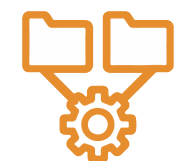
Unification



Operational Transparency



Personalized Information



Automation

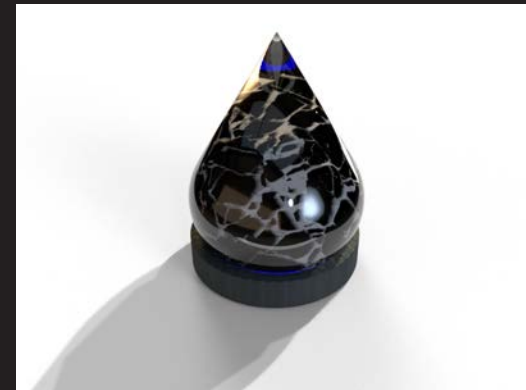


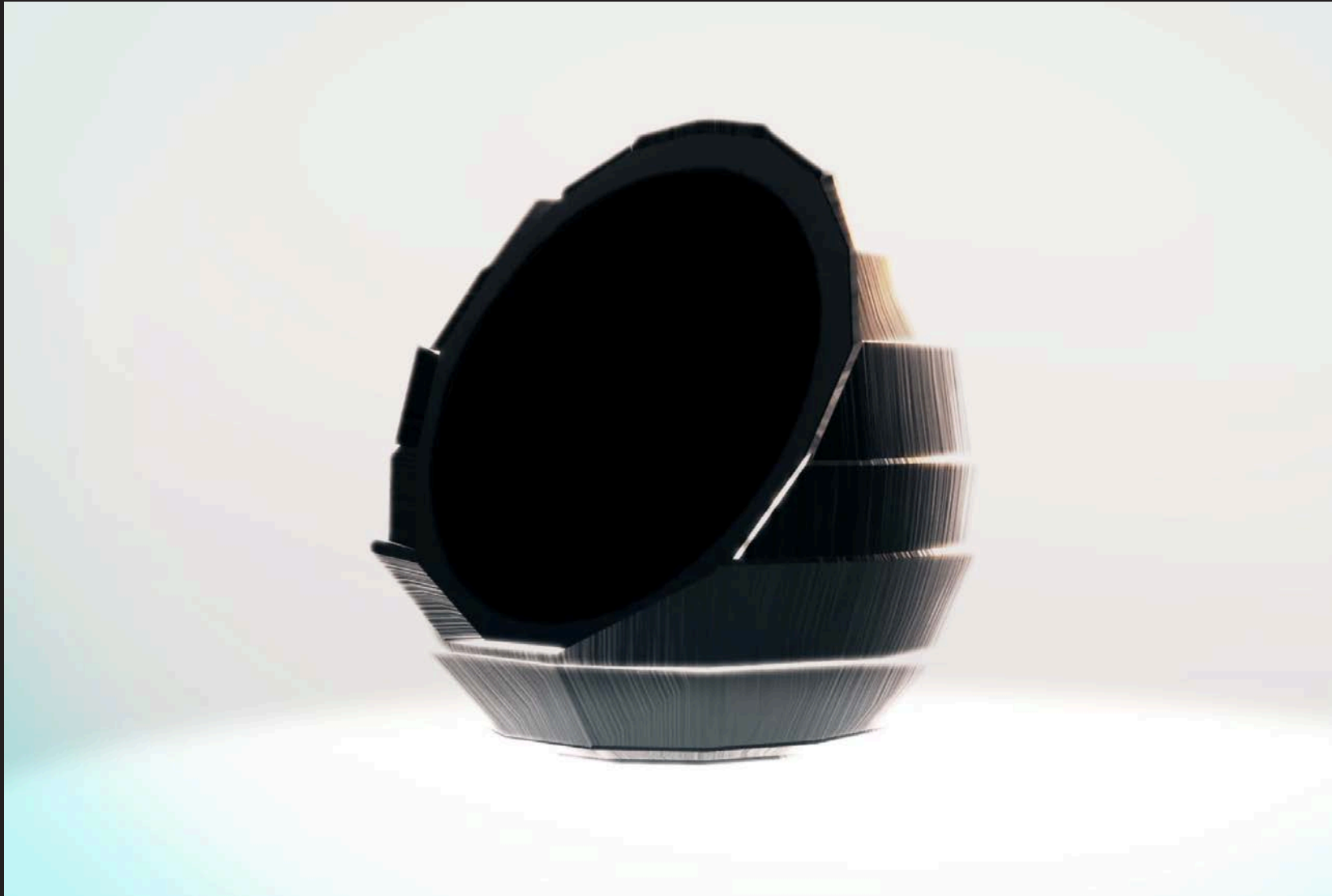
Phase 3:

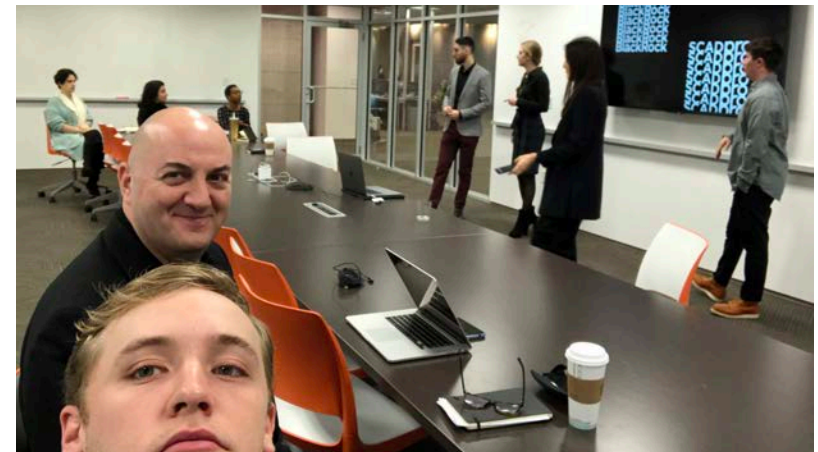
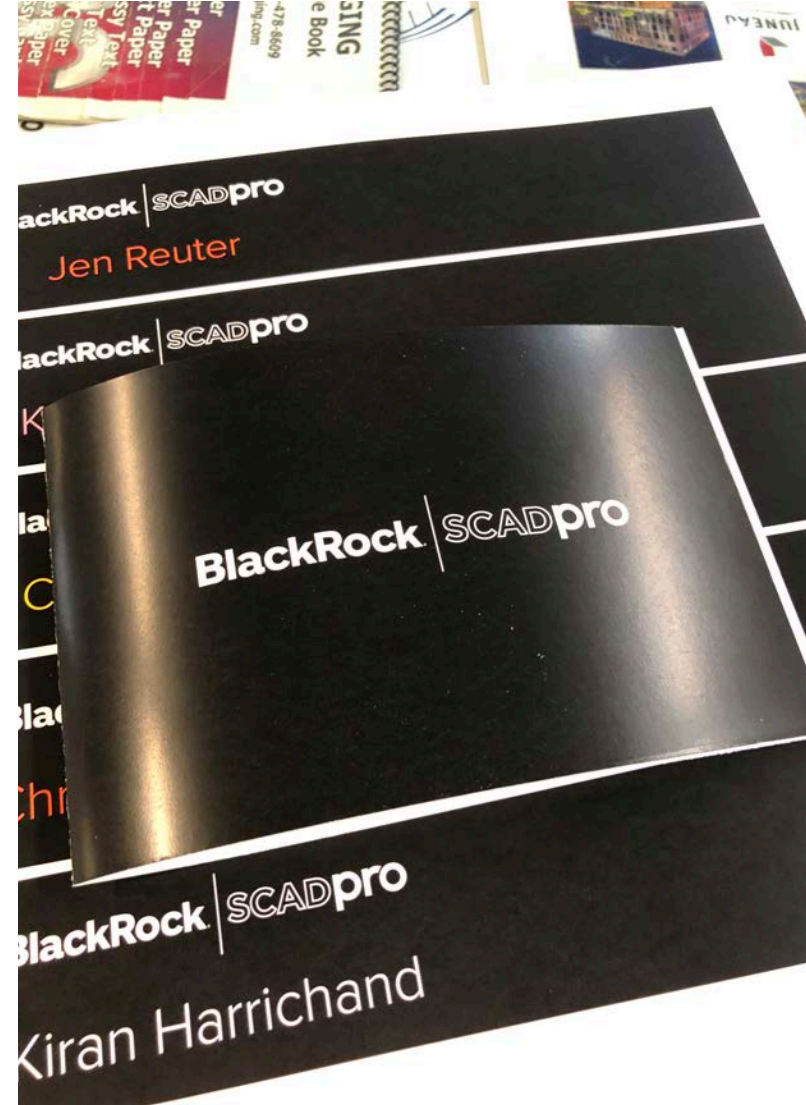
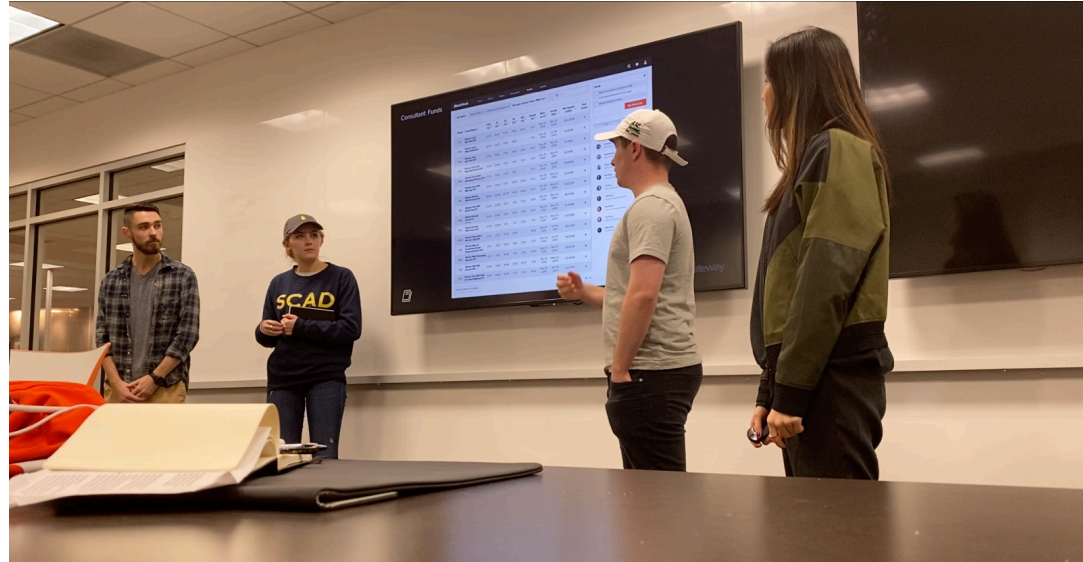
BlackRock Assist

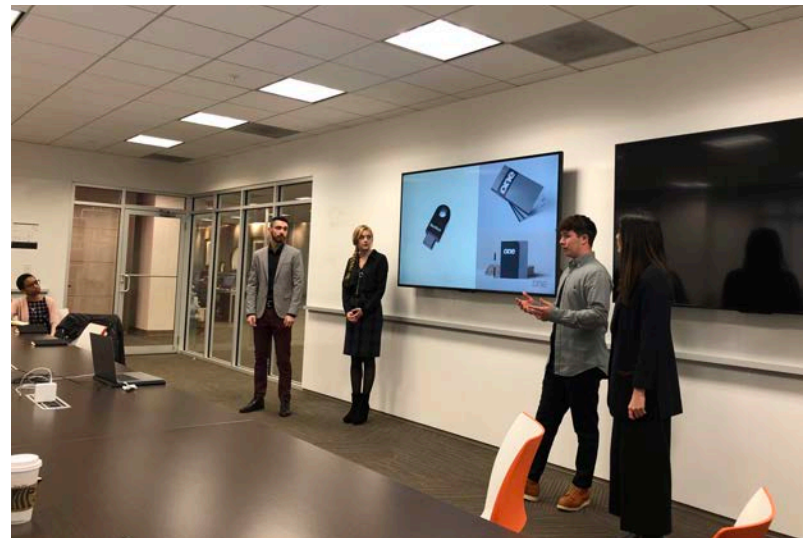
The persistence of the solution space, Phase three. BlackRock Assist enables both internal teams and consultants to interact in the most transparent and efficient way possible. Through the use of automated data, the SCADPro team provided BlackRock with a proprietary, multi-faceted user experience.





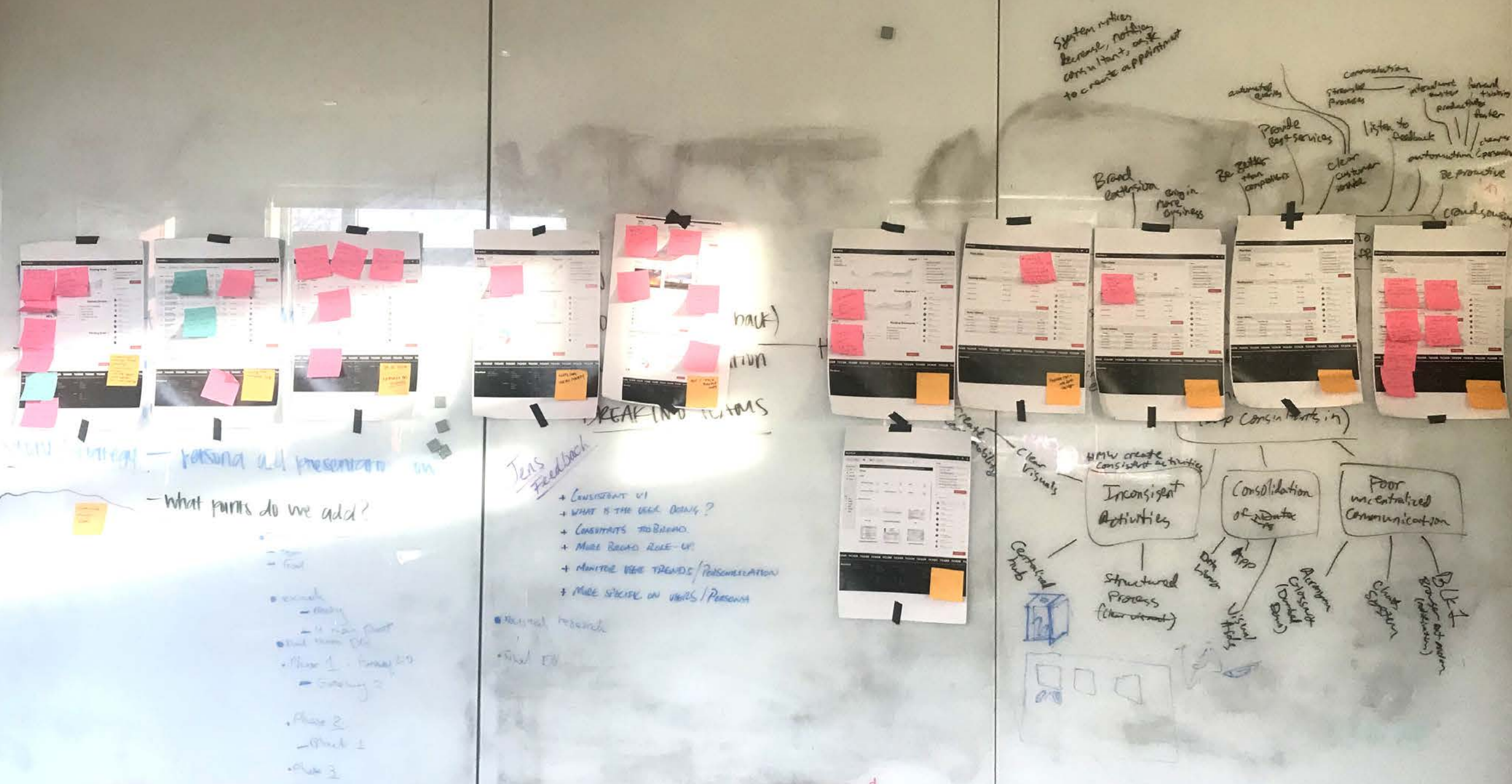






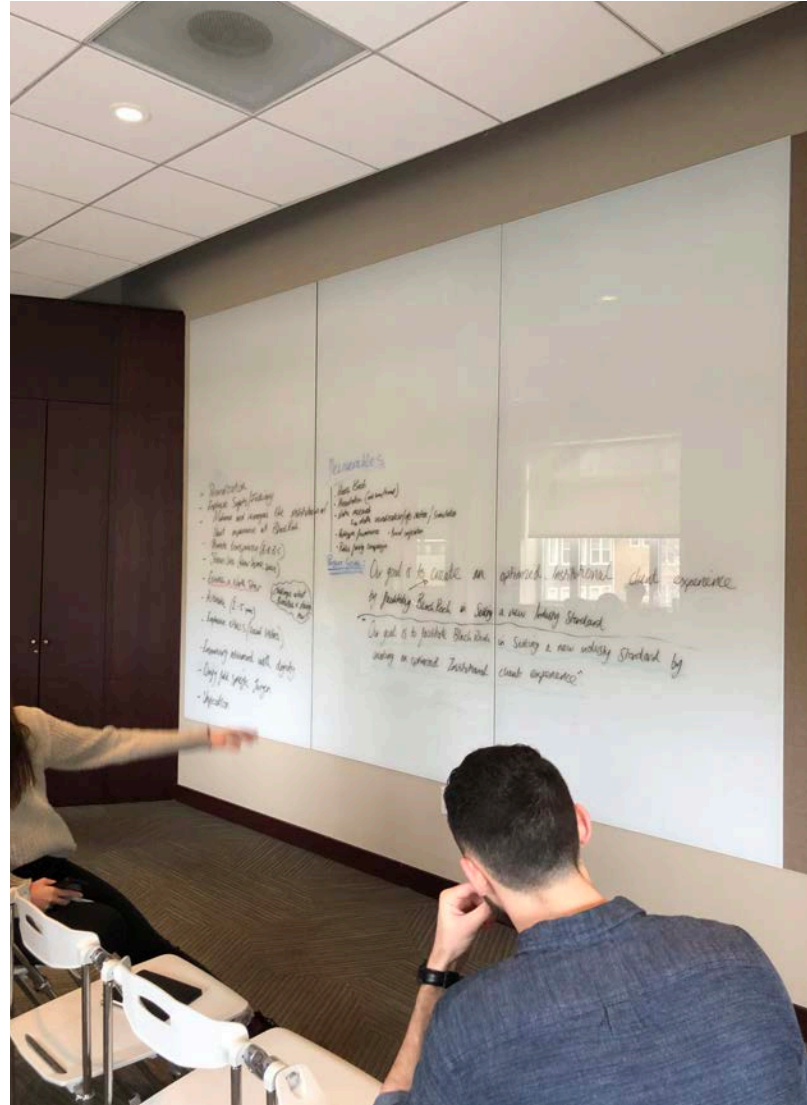
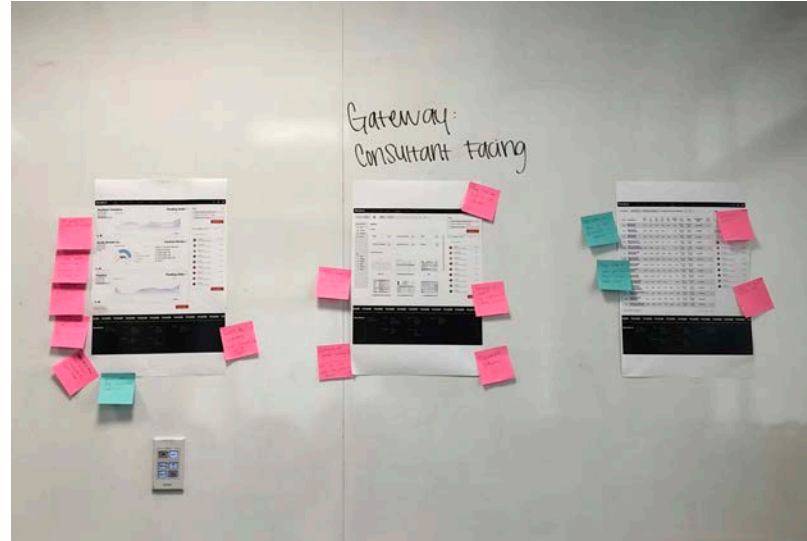
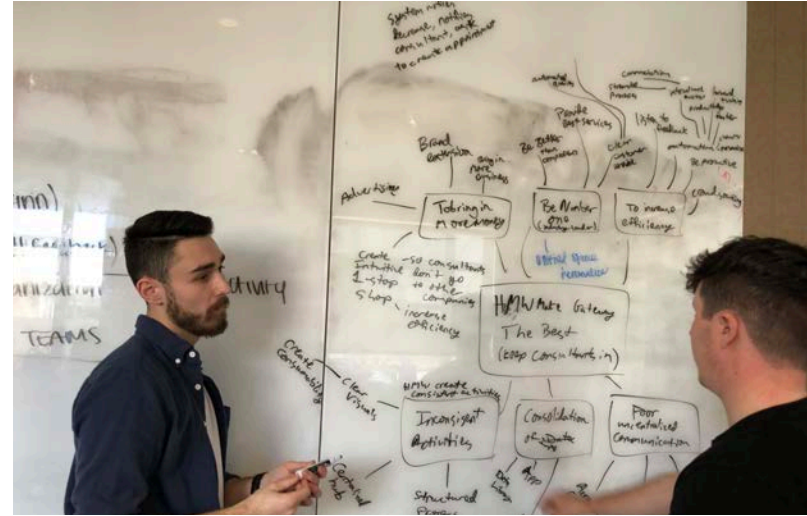
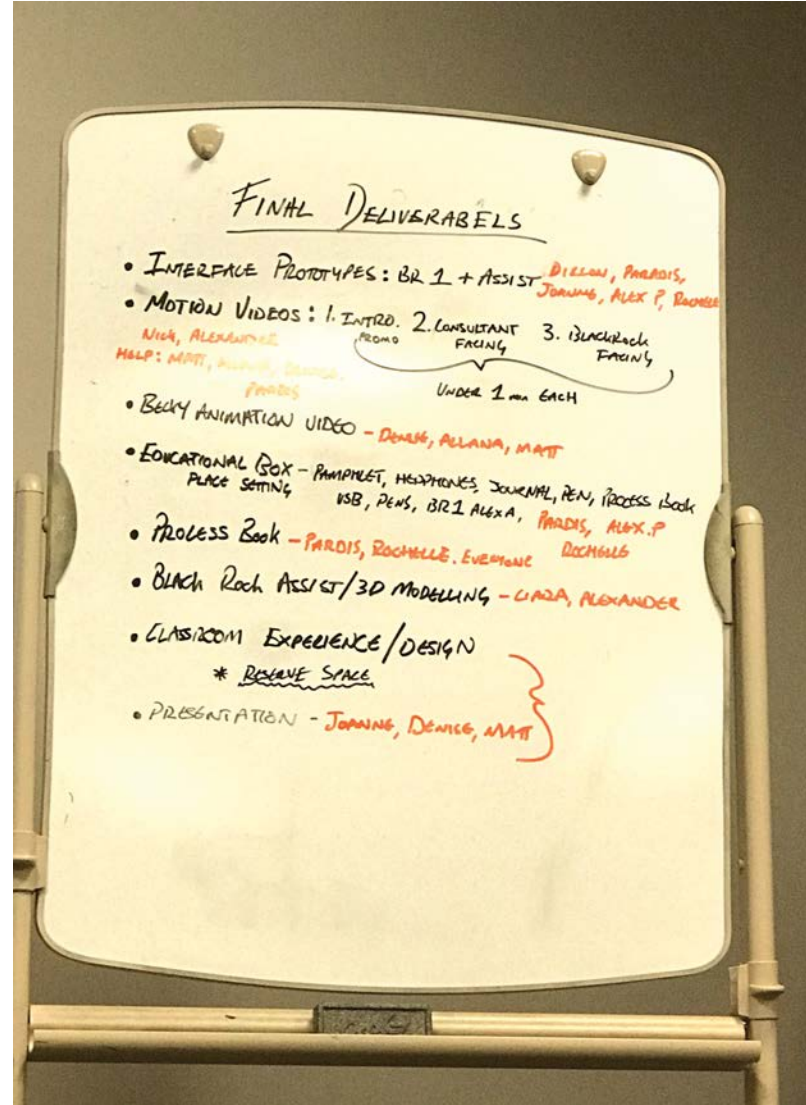


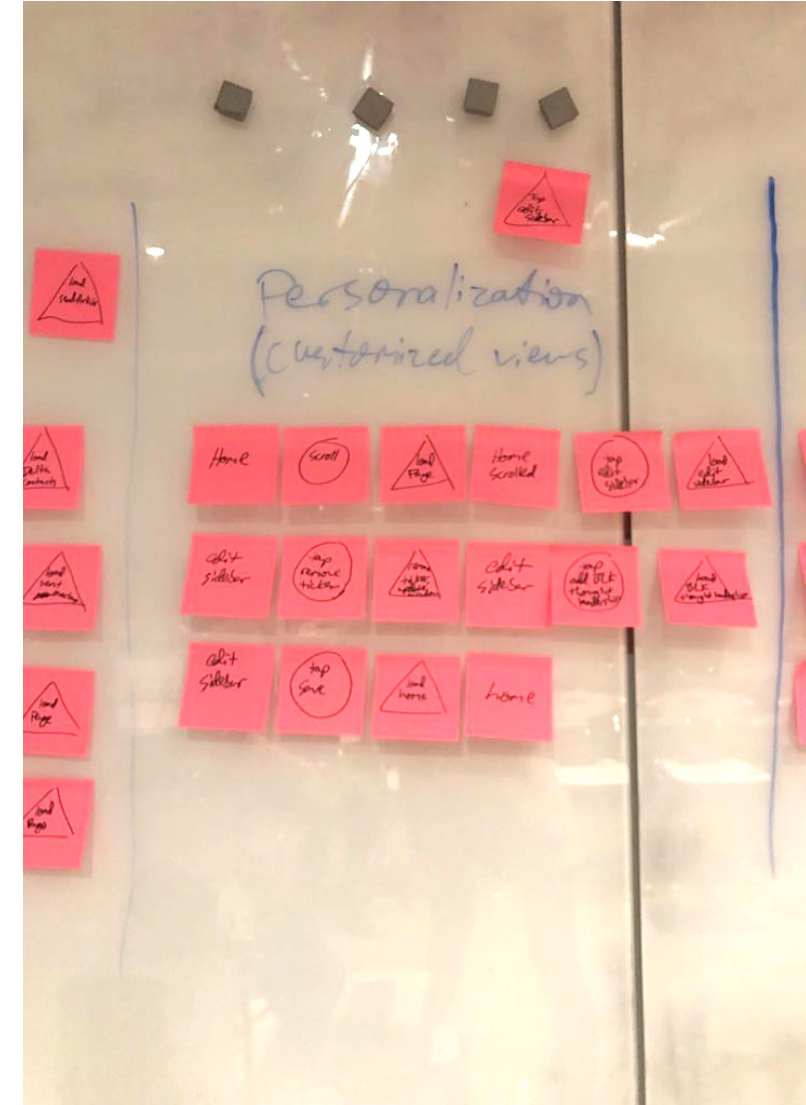
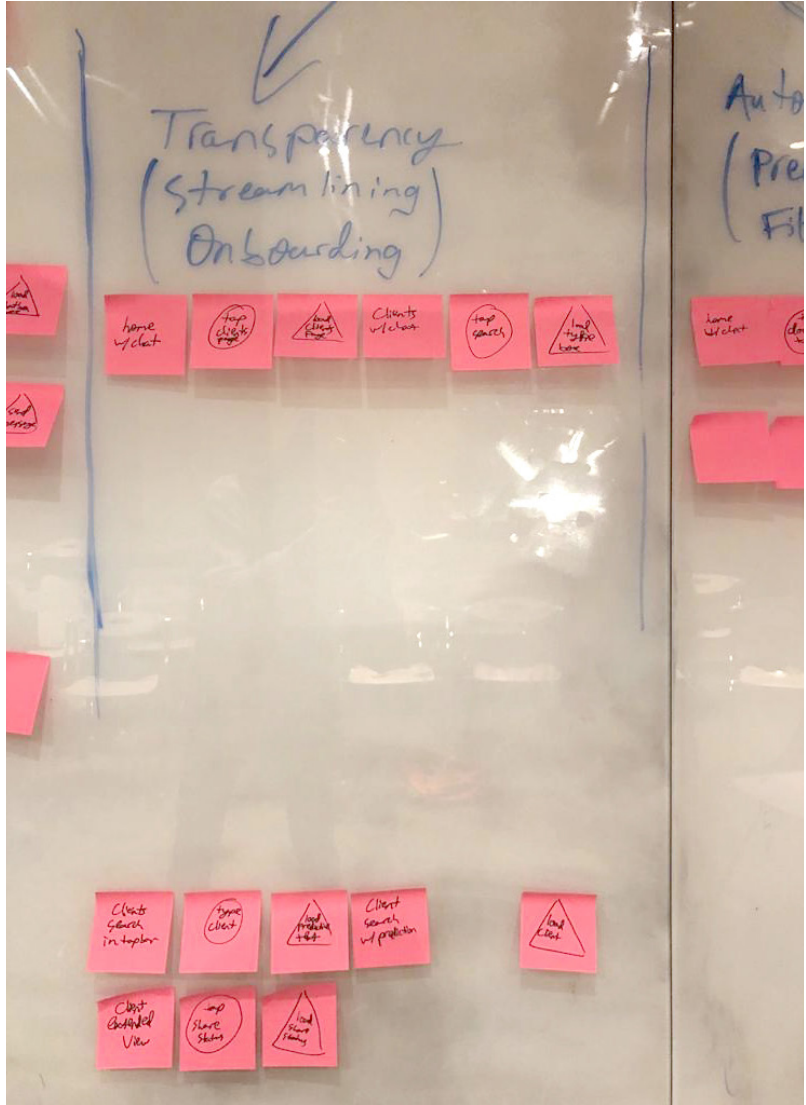
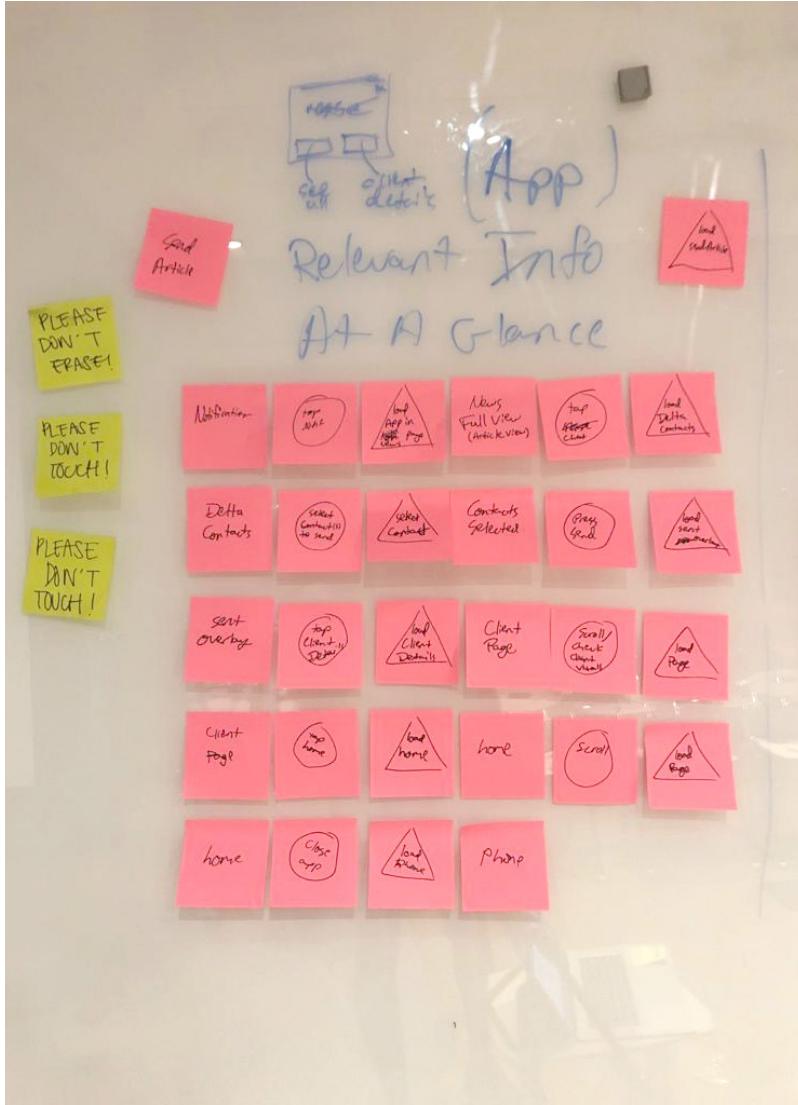




Final Deliverables In Process

After the SCADPro team's presentation at BlackRock, they went straight back to work, refining, editing, and adjusting according to the feedback they had received. The consensus from the midterm presentation was overwhelmingly positive, minor changes to functionalal being the significant points. The team worked tirelessly, refining their work even further and incorporating even more innovative concepts for BlackRock. The following pages show the team's final deliverables in the works.





gateway2.0

gateway2.0
Consultant view, Home

gateway2.0
Consultant view, Documents

BlackRock Home Clients Orders Documents Funds Contact

All funds Asset Class Markets and Regions Average annual return NAV (%) Search

Ticker	Fund Name	YTD (%)	1Y (%)	3Y (%)	5Y (%)	10Y (%)	Incept (%)	Perf as of	Incept date	Net Assets (USD)	Fact sheet
IVV	iShares Core S&P 500 ETF	31.44	31.44	15.23	11.65	13.50	6.15	Dec 31, 2019	May 15, 2000	203,365M	+
IEFA	iShares Core MSCI EAFE ETF	22.67	22.67	9.99	6.28	-	715	Dec 31, 2019	Oct 18, 2012	74,958M	+
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EFA	iShares Core U.S. Aggregate Bond ETF	21.94	21.94	9.50	5.61	5.41	5.40	Dec 31, 2019	Aug 14, 2001	63,380M	+
IEMG	iShares Core MSCI Emerging Markets ETF	17.50	17.50	11.09	5.37	-	3.73	Dec 31, 2019	Oct 18, 2012	59,583M	+
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LOD	iShares iBoxx \$ Investment Grade Corporate Bond ETF	1713	1713	6.50	4.84	5.93	5.73	Dec 31, 2019	Jul 22, 2002	35,356M	+
EEM	iShares MSCI Emerging Markets ETF	17.67	17.67	10.92	4.99	2.85	10.60	Dec 31, 2019	Apr 07, 2003	28,687M	+
IYW	iShares S&P 500 Growth ETF	30.91	30.91	18.46	13.32	14.57	5.92	Dec 31, 2019	May 22, 2000	25,263M	+
ITOT	iShares Core S&P Total U.S. Stock Market ETF	30.87	30.87	14.55	11.31	13.36	8.92	Dec 31, 2019	Jan 20, 2004	25,015M	+

Select funds to compare 1 2 3 4 5 ... 41

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BlackRock 1 (800) 441-7712

CLIENTS All Clients Recent Clients Clients by Market Value High Priority Clients

ORDERS All Orders Recent Orders Make an Order Pending Orders

DOCUMENTS All Documents Documents by Client Recent Documents Forms

INFORMATION All Funds Filtered Funds All News

CONTACT Chat Email Phone Recent Contact

BlackRock One

BlackRock Assist is now integrated into the portal to help answer questions and sort through problems.

BlackRock Home Clients Orders Documents Information Contact

Delta 12 APR 2006 Fixed Income Market Value 213,995,467.72 USD

Savannah College of Art and Design 26 MAY 2007 Fixed Income Market Value 600,385,490.32 USD

JOYC 28 DEC 2019 Fixed Income Market Value - USD

Urgent Pending Approval Pending Documents

To-do: Review Delta Situation, Place Delta Order, Review SCAD Approval, Review Document 1 for JOYC, Review Document 2 for JOYC, Review Document 3 for JOYC, Review Document 4 for JOYC, Message Kira Scott Regarding Delta

Ask BlackRock See All Chats

CKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER TICKER

BlackRock 1 (800) 441-7712

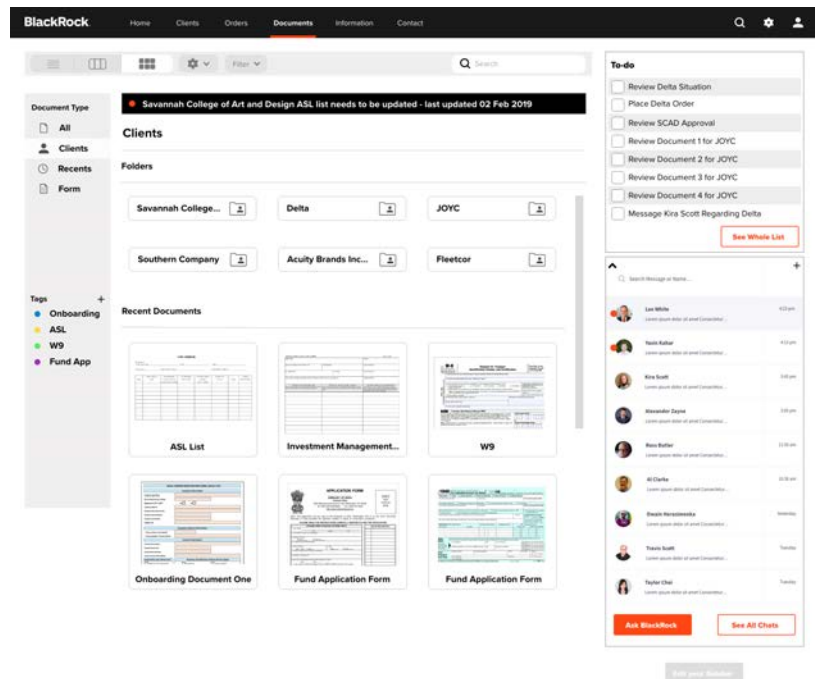
CLIENTS All Clients Recent Clients Clients by Market Value High Priority Clients

ORDERS All Orders Recent Orders Make an Order Pending Orders

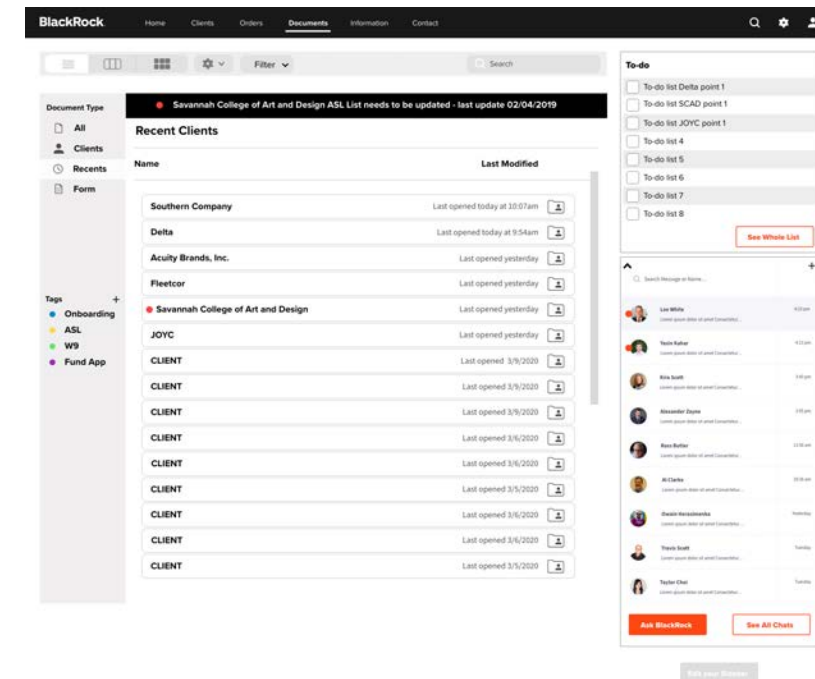
DOCUMENTS All Documents Documents by Client Recent Documents Forms Paper Documents Documents for You

INFORMATION All Funds Filtered Funds All News News for You

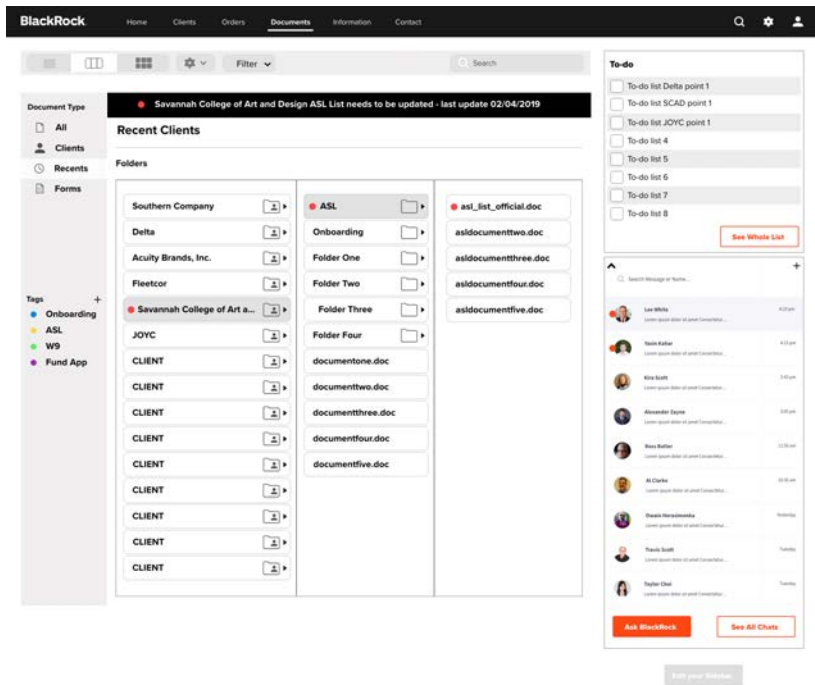
CONTACT Chat Email Phone Recent Contact Contact for You



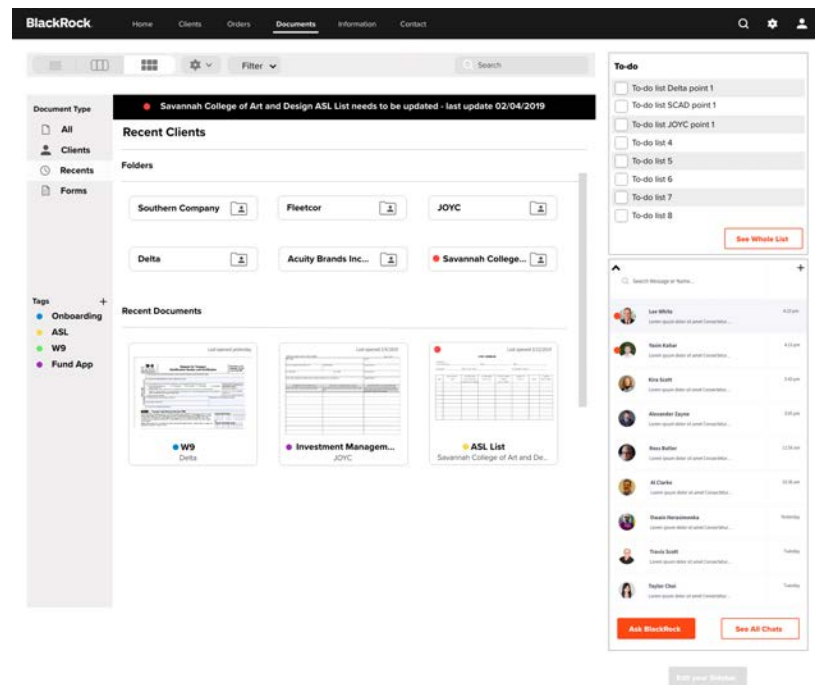
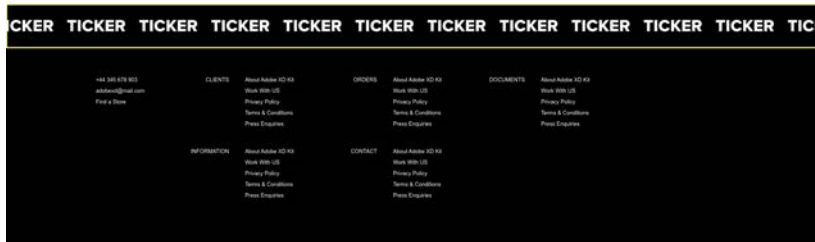
BlackRock One Consultant view, Documents
Documents are automatically organized by client and category and give the user the option to view them in different formats.



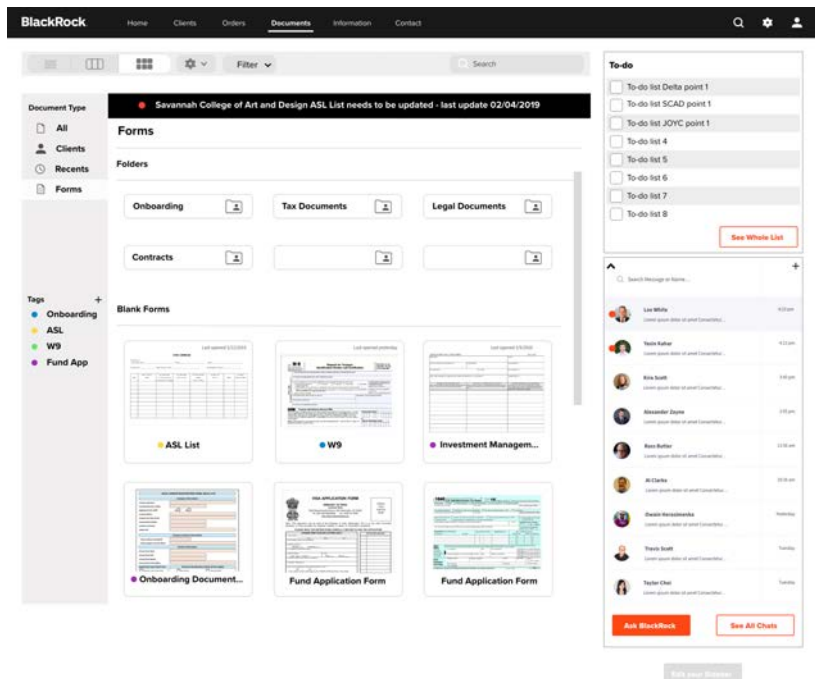
Documents Automated, Clients list



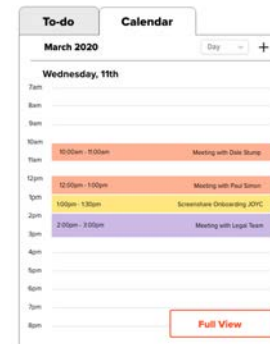
Documents Automated, Clients



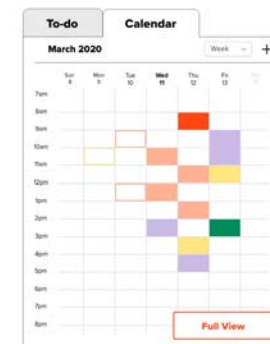
Documents Automated, Recents grid



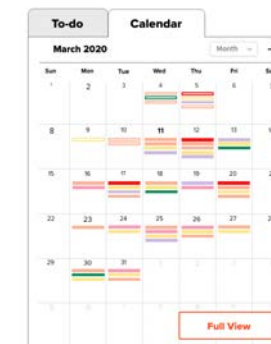
Documents Automated, Forms



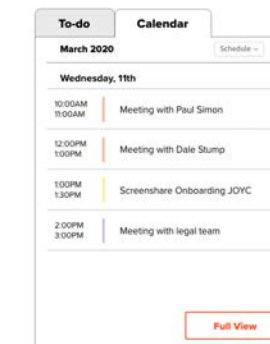
Calendar, day



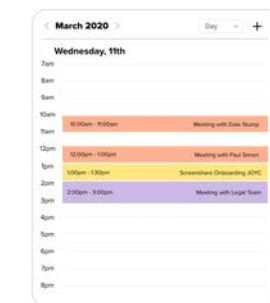
Calendar, week



Calendar, month



Calendar, schedule



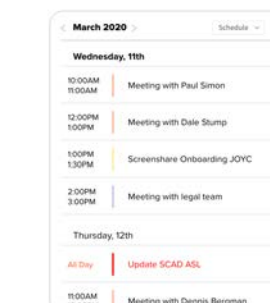
Calendar full view, day



Calendar full view, week

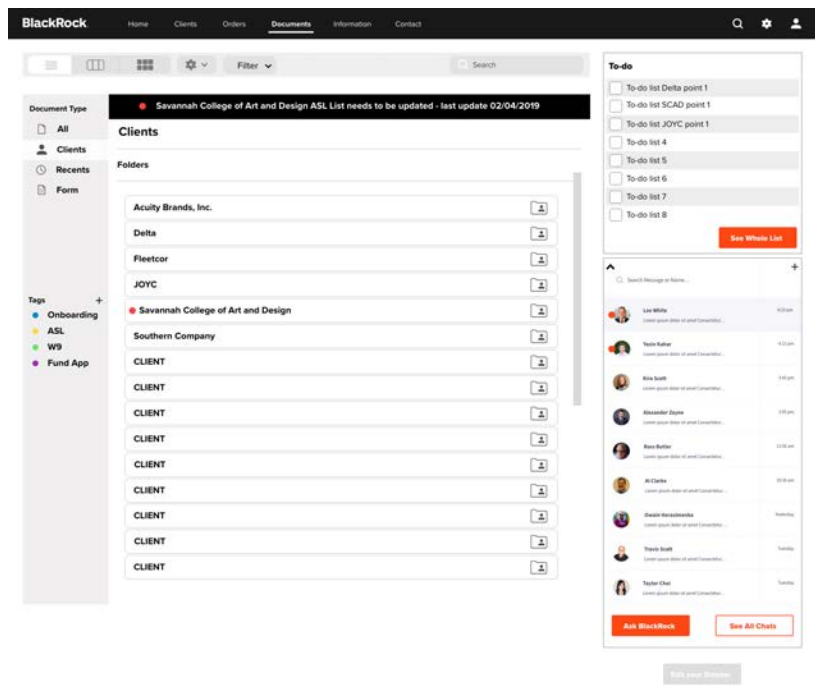


Calendar full view, month

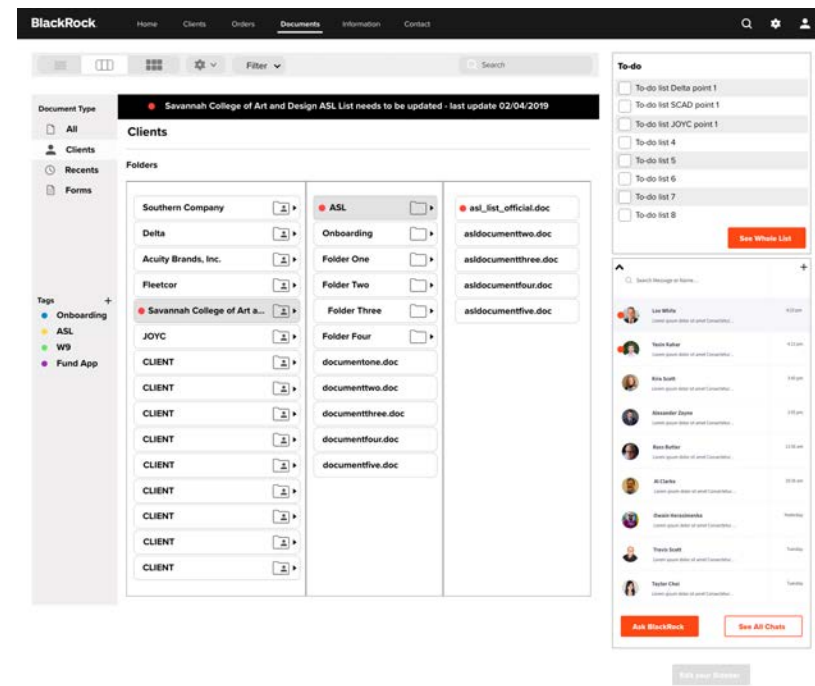


Calendar full view, schedule

Calendar, The user has the ability to toggle between their calendar and to do list so they don't forget appointments, meetings, or important deadlines.



Documents Automated, Clients List 1



Documents Automated, Clients 1

The screenshot shows the BlackRock client dashboard. At the top, there's a navigation bar with 'Home', 'Clients', 'Orders', 'Documents', 'Information', and 'Contact'. Below this, a search bar and a 'Filter' dropdown are visible. The main content area is divided into several sections:

- Document Type:** A dropdown menu set to 'All'.
- Clients:** A list of clients with a search bar and a 'Filter' dropdown. A notification banner at the top says 'Savannah College of Art and Design ASL List needs to be updated - last update 02/04/2019'.
- Client Documents:** A grid of document thumbnails for 'ASL List', 'W9', and 'Investment Management'.
- Tags:** A list of tags including 'Onboarding', 'ASL', 'W9', and 'Fund App'.
- To-do:** A list of tasks such as 'To-do list Delta point 1', 'To-do list SCAD point 1', etc.
- Search:** A search bar with the text 'Search'.

Documents Automated, Clients grid

The screenshot shows the BlackRock funds dashboard. At the top, there's a navigation bar with 'Home', 'Clients', 'Orders', 'Documents', 'Funds', and 'Contact'. Below this, there's a search bar and a 'Filter' dropdown. The main content area features a table of fund performance metrics:

Ticker	Fund Name	YTD (%)	1Y (%)	3Y (%)	5Y (%)	10Y (%)	Incept (%)	Perf. as of	Incept date	Net Assets (USD)	Fact sheet
IVV	iShares Core S&P 500 ETF	31.44	31.44	15.23	11.65	13.50	6.15	Dec 31, 2019	May 15, 2000	203.365M	+
IEFA	iShares Core MSCI EAFE ETF	22.67	22.67	9.99	6.28	-	7.15	Dec 31, 2019	Oct 18, 2012	74.958M	+
AGG	iShares Core S&P 500 Bond ETF	8.68	8.68	3.99	3.00	3.65	4.05	Dec 31, 2019	Sep 22, 2003	72.718M	+
EFA	iShares Core U.S. Aggregate Bond ETF	21.94	21.94	9.50	5.61	5.41	5.40	Dec 31, 2019	Aug 14, 2001	63.380M	+
IEMG	iShares Core MSCI Emerging Markets ETF	17.50	17.50	11.09	5.37	-	3.73	Dec 31, 2019	Oct 18, 2012	59.583M	+
LH	iShares Core S&P Mid-Cap ETF	26.14	26.14	9.20	8.96	12.61	9.31	Dec 31, 2019	May 22, 2000	52.041M	+
NW	iShares Russell 2000 Growth ETF	36.08	36.08	20.25	14.42	15.00	5.37	Dec 31, 2019	May 22, 2000	50.237M	+
LIR	iShares Core S&P Small-Cap ETF	22.79	22.79	8.37	9.55	13.31	9.95	Dec 31, 2019	May 22, 2000	46.704M	+
IWM	iShares Russell 2000 ETF	25.42	25.42	8.56	8.24	11.83	8.03	Dec 31, 2019	May 22, 2000	43.959M	+
IWD	iShares Russell 1000 Value ETF	26.34	26.34	9.51	8.11	11.59	7.04	Dec 31, 2019	May 22, 2000	40.434M	+
USMV	iShares Edge MSCI Min Vol USA ETF	27.77	27.77	15.50	12.43	-	14.62	Dec 31, 2019	Oct 18, 2011	38.220M	+
LQD	iShares iBoxx \$ Investment Grade Corporate Bond ETF	17.13	17.13	6.50	4.84	5.93	5.73	Dec 31, 2019	Jul 22, 2002	35.356M	+
EEM	iShares MSCI Emerging Markets ETF	17.67	17.67	10.92	4.99	2.85	10.60	Dec 31, 2019	Apr 07, 2003	28.687M	+
IYW	iShares S&P 500 Growth ETF	30.91	30.91	18.46	13.32	14.57	5.92	Dec 31, 2019	May 22, 2000	25.263M	+
ITOT	iShares Core S&P Total U.S. Stock Market ETF	30.87	30.87	14.55	11.31	13.36	8.92	Dec 31, 2019	Jan 20, 2004	25.015M	+

 Below the table, there's a 'Select funds to compare' section and a pagination bar showing '1 2 3 4 5 ... 41'.

- Document Type:** A dropdown menu set to 'All funds'.
- Client Documents:** A grid of document thumbnails for 'ASL List', 'W9', and 'Investment Management'.
- Tags:** A list of tags including 'Onboarding', 'ASL', 'W9', and 'Fund App'.
- To-do:** A list of tasks such as 'To-do list Delta point 1', 'To-do list SCAD point 1', etc.
- Search:** A search bar with the text 'Search'.

Funds

BlackRock Home Clients Onboarding Documents Information Contact

Client Relevant News Markets and Regions Search

Ban on Fracking Causes Stock Prices to Drop
30 JAN 2020
Bacon ipsum dolor amet beef t-bone short loin bresaola cupim, chuck ground round venison shoulder. Hamburger frankfurter brisket shoulder pork loin swine fatback corned beef jowl rump meatloaf ribeye. Cupim ham bresaola round venison shoulder... [Read More](#)
THIS AFFECTS DELTA AND 12 OTHERS.

Dow falls for a third day, dropping 165 points after Apple's coronavirus warning
18 FEB 2020
The Dow Jones Industrial Average fell for a third consecutive day on Tuesday as investors weighed a stark warning from tech giant Apple. The 30-stock average closed down 165.8... [Read More](#)
THIS AFFECTS FLEETCOR AND 1 OTHER.

Steel stocks are falling. It's worse for US Steel.
18 FEB 2020
Steel stocks are getting hammered even as steel prices aren't. And no steel stock is getting hit harder than United States Steel, the company founded by Andrew Carnegie and J.P. Mo... [Read More](#)
THIS AFFECTS SOUTHERN COMPANY AND 2 OTHERS.

Peloton stock backpedals amid concerns about momentum and lockup expiration
6 FEB 2020
Peloton Interactive Software Inc.'s forecast does not call for a continuation of the company's holiday-season momentum, and that's weighing on the sto... [Read More](#)
THIS AFFECTS ACUTY BRANDS, INC

Microsoft, Chevron share losses contribute to Dow's 250-point drop
21 FEB 2020
Dragged down by losses for shares of Microsoft and Chevron, the Dow Jones Industrial Average is down Friday morning. Shares of Microsoft MSFT, -3.16% and Chevron CVX, -0.73% are contributing to the index's intraday decline... [Read More](#)
THIS AFFECTS DELTA AND 1 OTHER

[View More](#)

To-do
 To-do list Delta point 1
 To-do list SCAD point 1
 To-do list JOYC point 1
 To-do list 4
 To-do list 5
 To-do list 6
 To-do list 7
 To-do list 8
[See Whole List](#)

Search Message or Name...

- Lee White
- Trish Kukul
- Alex Smith
- Alexander Payne
- Ryan Butler
- Al Clarke
- Paula Hernandez
- Trish Kukul
- Trish Kukul

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[End your session](#)

BlackRock Home Clients Onboarding Documents Information Contact

Client **BlackRock News** Markets and Regions Search

BlackRock says China will likely keep 'abundant' liquidity to help cushion coronavirus impact
20 FEB 2020
China will likely seek to keep "abundant" liquidity in the country as it continues to grapple with the economic impact of a coronavirus outbreak, according to the world's largest investment firm... [Read More](#)

BlackRock's Paris Office Barricaded by Climate Activists
10 FEB 2020
BlackRock Inc.'s Paris office was briefly barricaded on Monday by climate activists who sprayed red paint on the floor and covered the walls with graffiti before leaving the premises of the... [Read More](#)

Why BlackRock is backing what may shape up to be one of the biggest revolutions in bond investing
18 FEB 2020
The quantitative revolution that put data at the forefront of picking stocks has yet to make a significant dent in bond inv... [Read More](#)

iShares
BlackRock Expands and Enhances iShares Sustainable ETF Product Line
13 FEB 2020
iShares, the world's largest ETF provider, is creating even more choice for clients who wish to invest sustainably. Expanding its environmental, social and gover... [Read More](#)

BlackRock
BlackRock Creates Foundation to Advance a More Inclusive and Sustainable Economy
13 FEB 2020
BlackRock, Inc. (NYSE: BLK) has made a charitable contribution of 15.6 million shares of PennyMac Financial Services, Inc. (NYSE: PFS), with a market value of \$5... [Read More](#)

[View More](#)

To-do
 To-do list Delta point 1
 To-do list SCAD point 1
 To-do list JOYC point 1
 To-do list 4
 To-do list 5
 To-do list 6
 To-do list 7
 To-do list 8
[See Whole List](#)

Search Message or Name...

- Lee White
- Trish Kukul
- Alex Smith
- Alexander Payne
- Ryan Butler
- Al Clarke
- Paula Hernandez
- Trish Kukul
- Trish Kukul

[Ask BlackRock](#) [See All Chats](#)

[End your session](#)

BlackRock One

World Health Organization declares global health emergency over virus from China
30 JAN 2020
The World Health Organization declared the outbreak sparked by a new virus in China that has been reported to more than a dozen countries as a global emergency Thursday after the nu... [Read More](#)

U.S. airstrike kills top Iran general, Qassem Soleimani, at Baghdad airport
03 JAN 2020
Soleimani's death could drastically increase tensions with Iran, which were heightened by the New Year's attacks on the U.S. Embassy compound in Baghdad... [Read More](#)

FATF warns Pakistan of action if it fails to prosecute, penalize on terror funding acts by June
21 FEB 2020
This India Today live blog brings to you the latest news from across India and the world. Find all news updates from across the country as they break. Stay tuned for live updates and break... [Read More](#)

Coronavirus Challenges \$45 Billion Cruise Industry
12 FEB 2020
"Business is soft, people are scared to travel," says Frank Del Rio, CEO of Norwegian Cruise Line... [Read More](#)

Iranian Foreign Minister Zarif: "We were very close to a war"
13 FEB 2020
BlackRock, Inc. (NYSE: BLK) has made a charitable contribution of 15.6 million shares of PenneyMac Financial Services, Inc. (NYSE: PFS), with a market value of \$5... [Read More](#)

To-do
 To-do list Delta point 1
 To-do list SCAD point 1
 To-do list JOYC point 1
 To-do list 4
 To-do list 5
 To-do list 6
 To-do list 7
 To-do list 8
[Save Myself List](#)

BlackRock | 1 (800) 441-7702 | [www.blackrock.com](#)
Hours: 9 a.m. - 6 p.m. ET

CLIENTS
 All Clients
 Recent Clients
 Clients by Market Value
 High Priority Clients

ORDERS
 Recent Orders
 Make an Order
 Pending Orders

DOCUMENTS
 All Documents
 Documents by Date
 Recent Documents
 Pending Documents
 Popular Documents
 Documents by Tag

INFORMATION
 All Funds
 Recent Funds

CONTACT
 Chat
 Email

Delta
12 APR 2008
Fixed Income
Market Value: 213,998,467.72 USD
1 Day NAV Change: -7.16%
MTD NAV Change: 1.79%
YTD NAV Change: 7.46%
ITD NAV Change: 13.48%
Health Score: 76.54%

SCAD
26 MAY 2007
Fixed Income
Market Value: 600,385,490.32 USD
1 Day NAV Change: -7.16%
MTD NAV Change: 1.79%
YTD NAV Change: 7.46%
ITD NAV Change: 13.48%
Health Score: 76.54%

JOYC
28 DEC 2009
Fixed Income
Market Value: - USD
1 Day NAV Change: -7.16%
MTD NAV Change: 1.79%
YTD NAV Change: 7.46%
ITD NAV Change: 13.48%
Health Score: 76.54%

To-do
 Review Delta Situation
 Review Delta Order
 Review SCAD Order
 Review JOYC Document 1 Answer
 Review JOYC Document 2 Answer
 Review JOYC Document 3 Answer
 Review JOYC Document 4 Answer
 Onboard JOYC
[See Myself List](#)

Send All Chats

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Hours: 9 a.m. - 6 p.m. ET

CLIENTS
 All Clients
 Recent Clients
 Clients by Market Value
 High Priority Clients

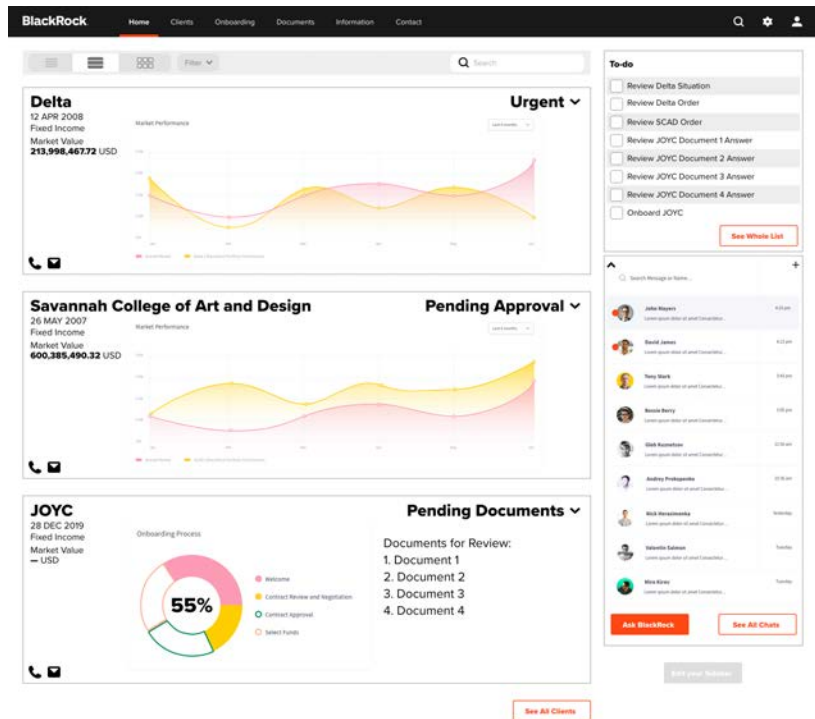
ORDERS
 Recent Orders
 Make an Order
 Pending Orders

DOCUMENTS
 All Documents
 Documents by Date
 Recent Documents
 Pending Documents
 Popular Documents
 Documents by Tag

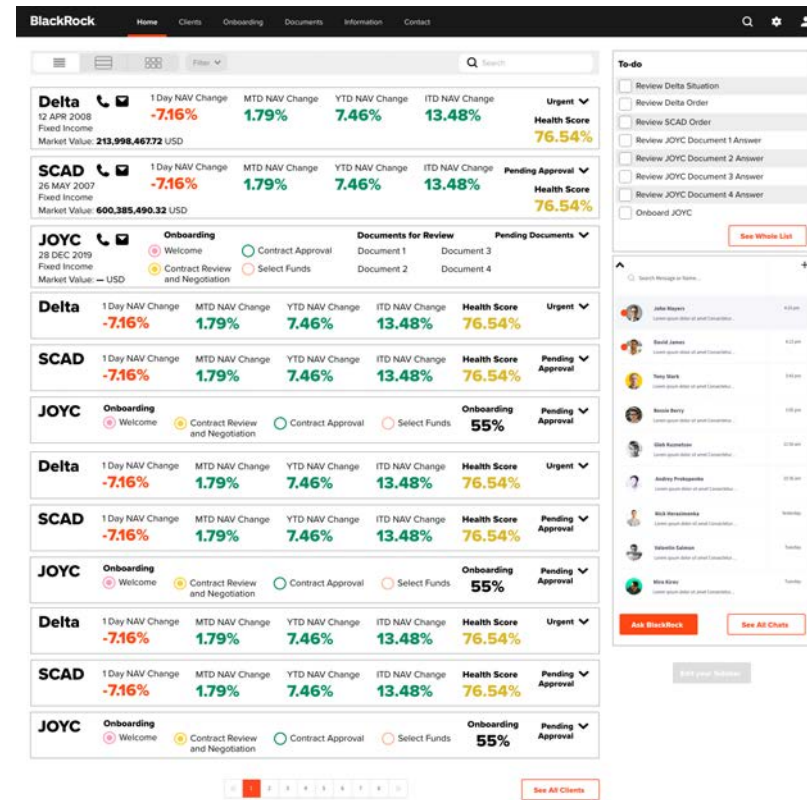
INFORMATION
 All Funds
 Recent Funds

CONTACT
 Chat
 Email

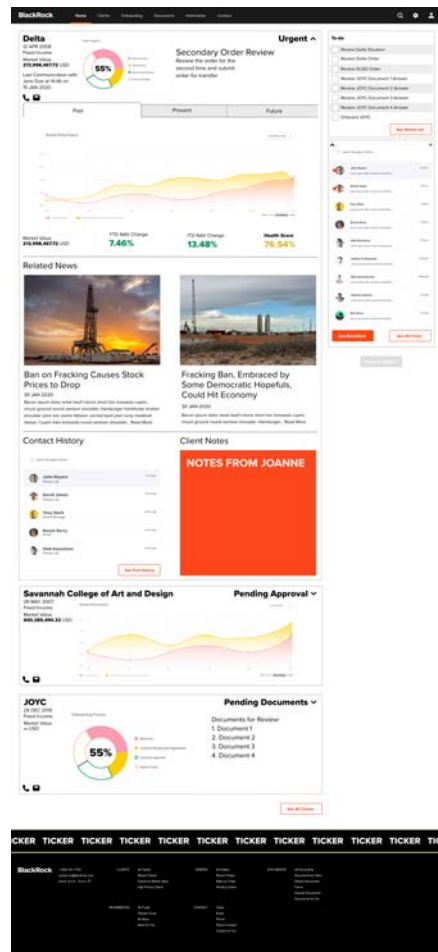
BlackRock One BlackRock view, Home 2 Consultants and BlackRock representatives can now choose how they view their client snapshots.



BlackRock One
BlackRock view, Home

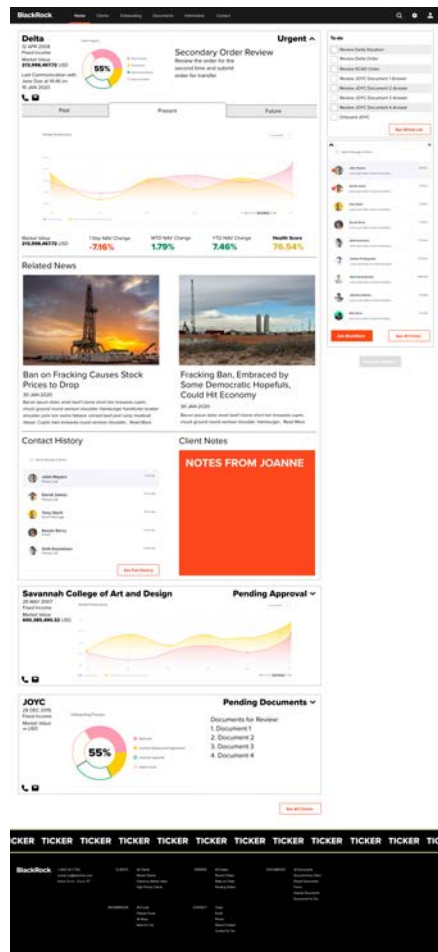


BlackRock One
BlackRock view, Home



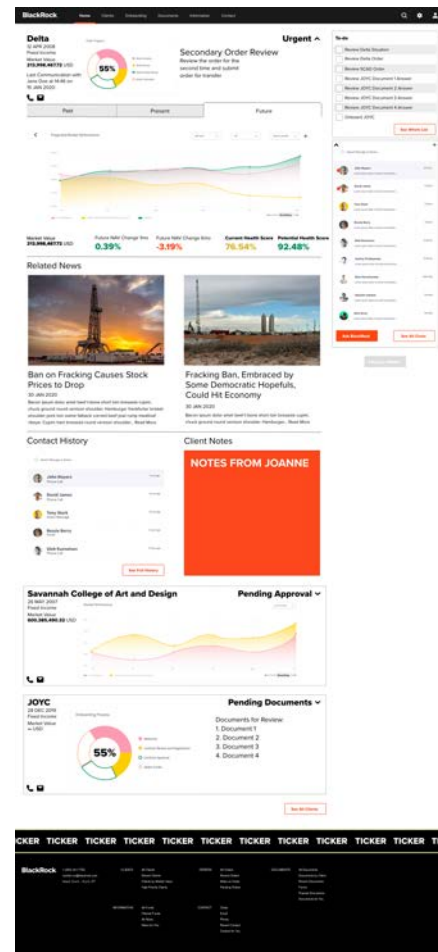
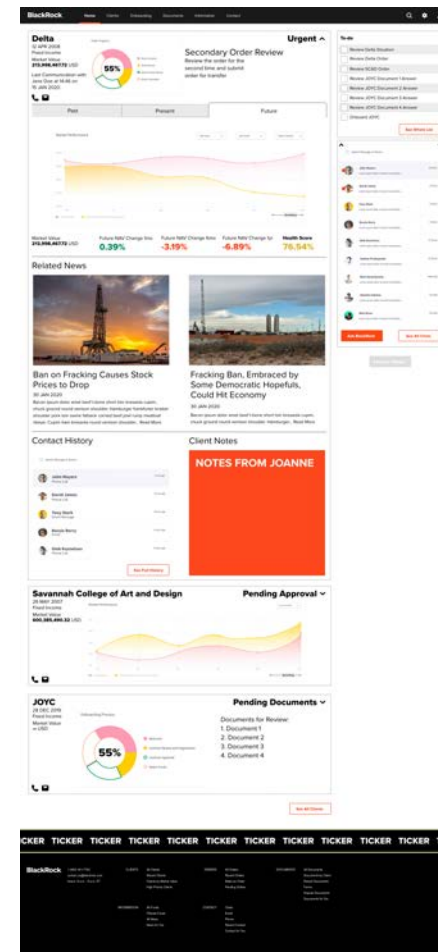
BlackRock One BlackRock view, Home extended 1

BlackRock One BlackRock view, Home extended 2



BlackRock One BlackRock view, Home extended 3

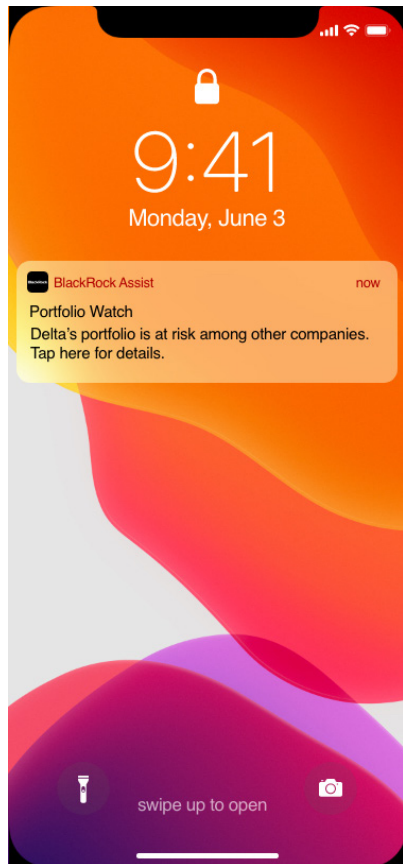
BlackRock One BlackRock view, Home extended 4



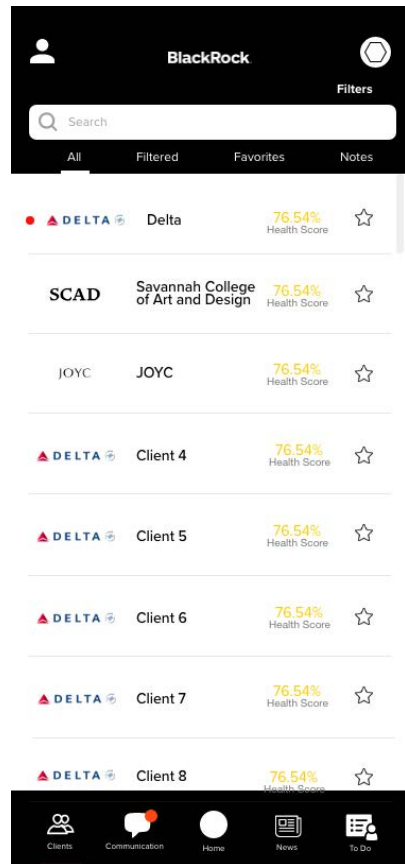
Mobile

To ensure consultants and BlackRock representatives are prepared for their day and aware of urgent matters, the team created an app for outside the office.

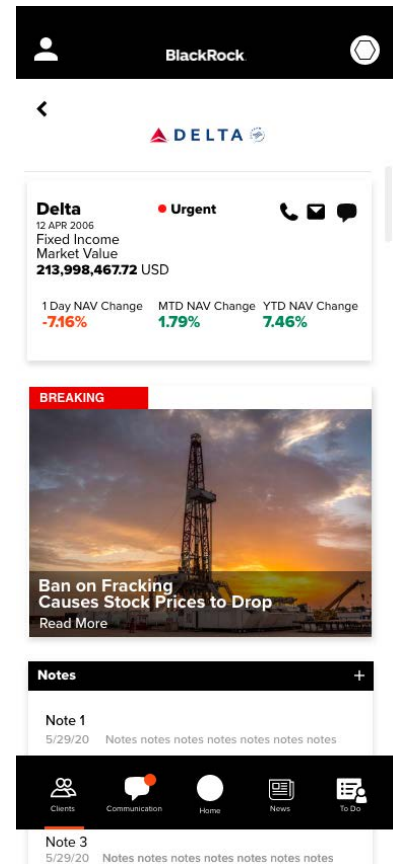
Both sides can view their clients, see relevant news, use the messaging system, view their calendar, and utilize BlackRock Assist.



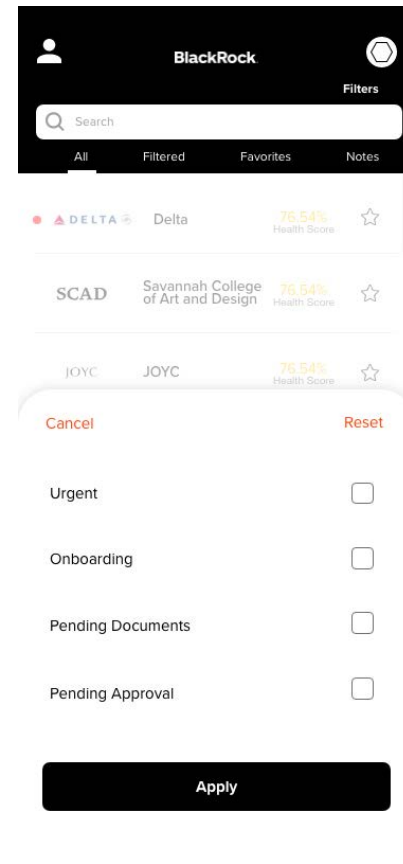
Notification



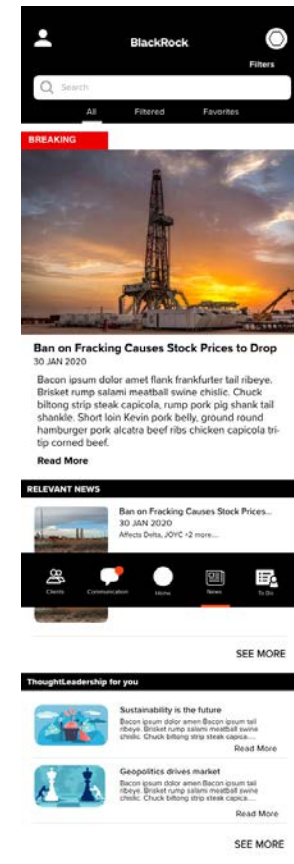
Clients



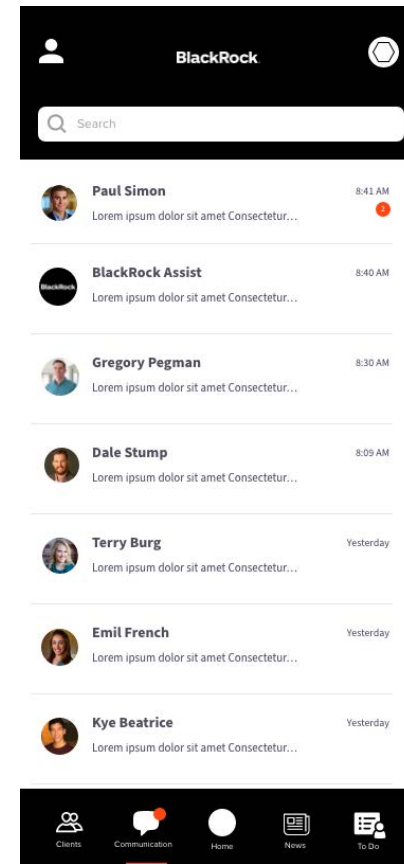
Client Expanded View



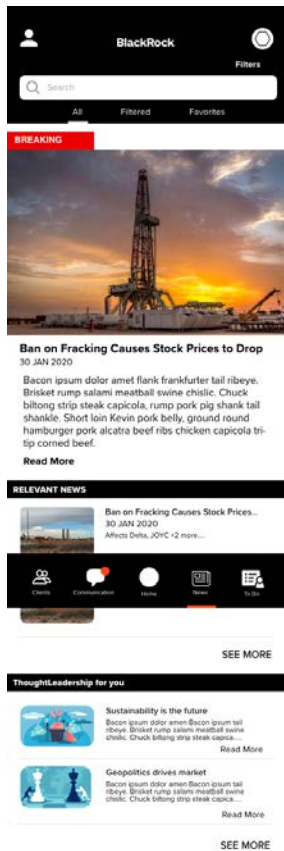
Communication



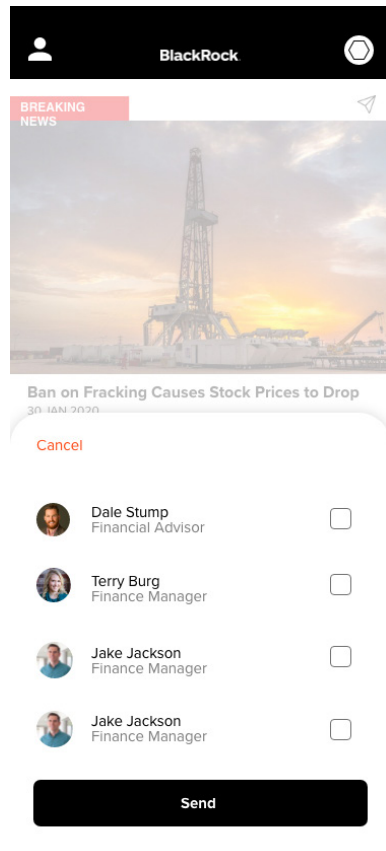
News



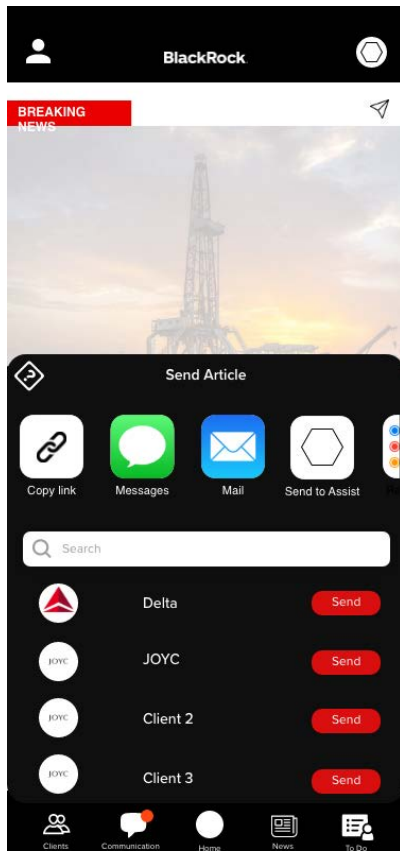
Clients Filter



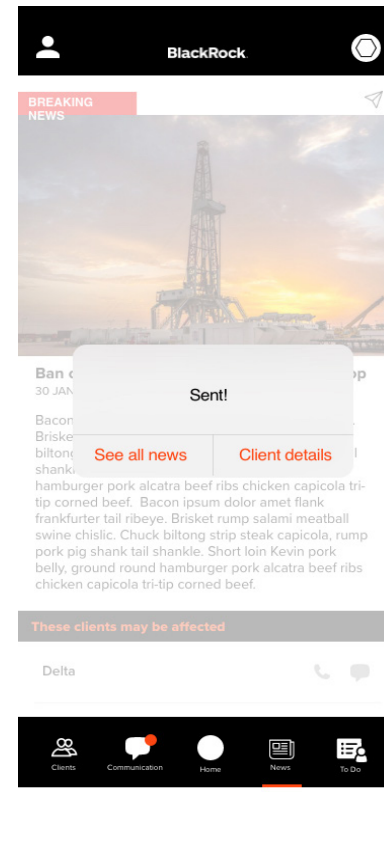
News



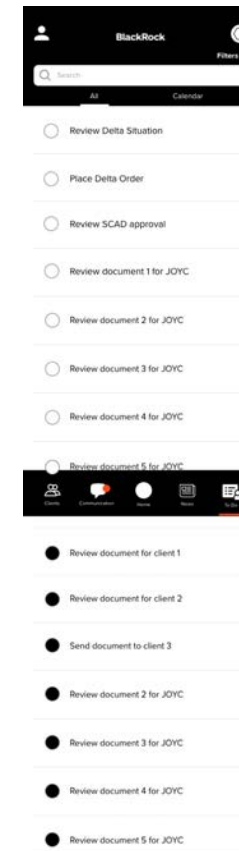
News Full View 1



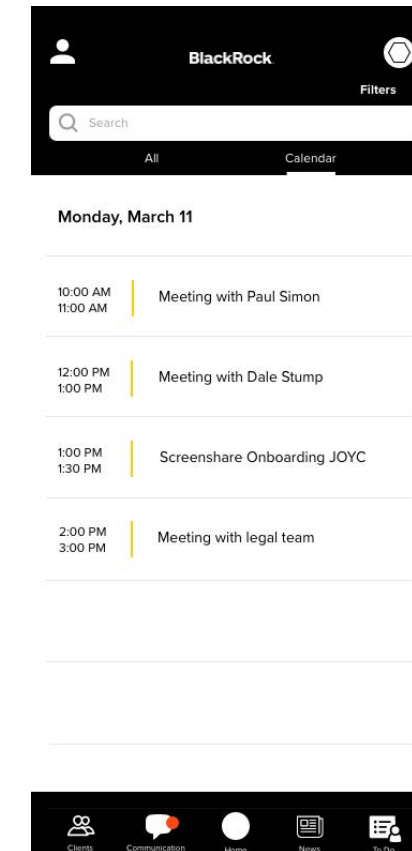
Share



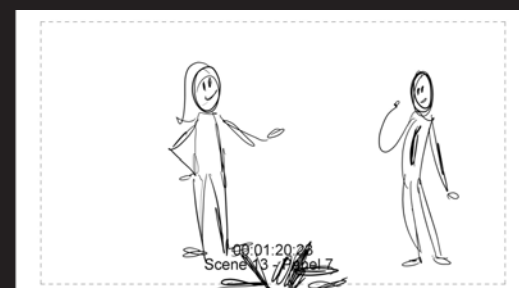
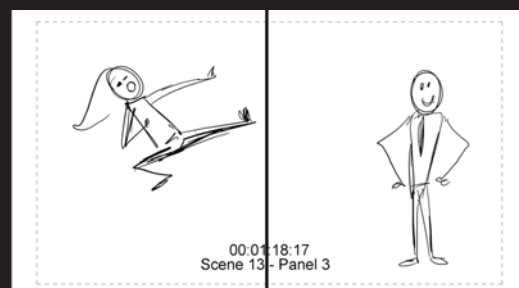
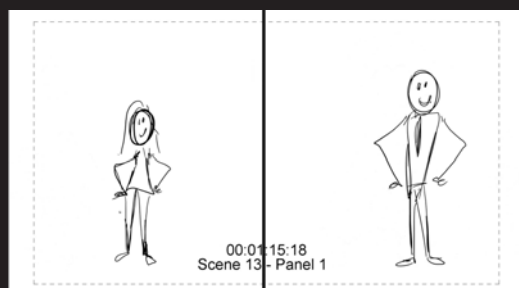
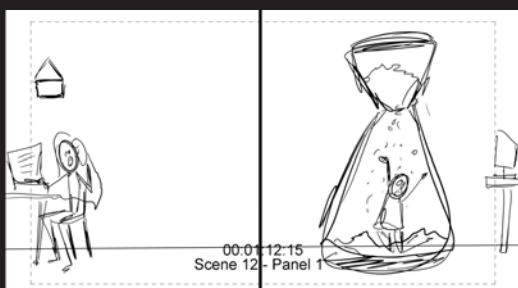
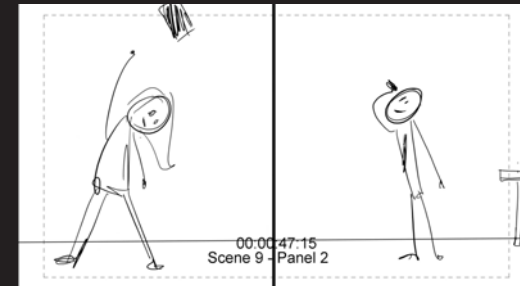
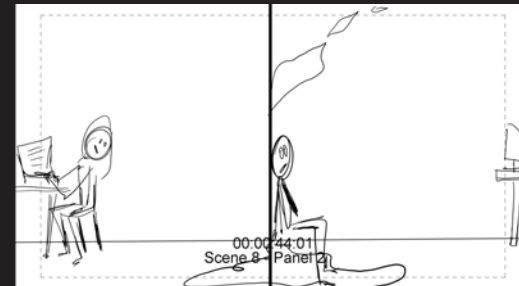
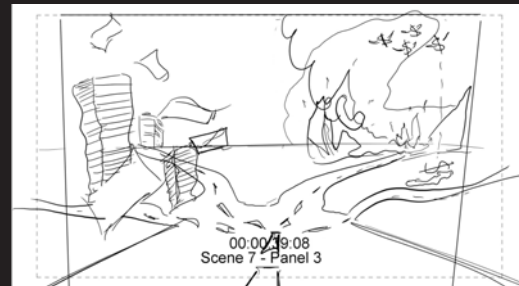
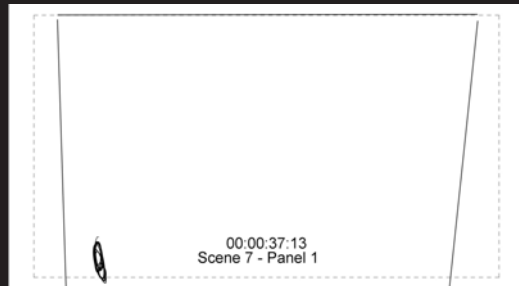
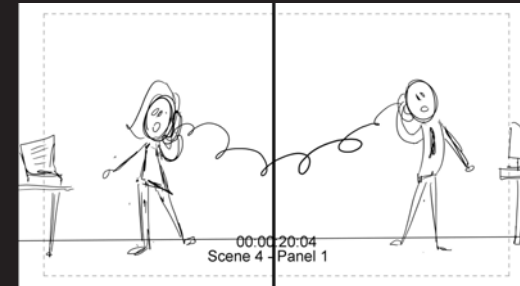
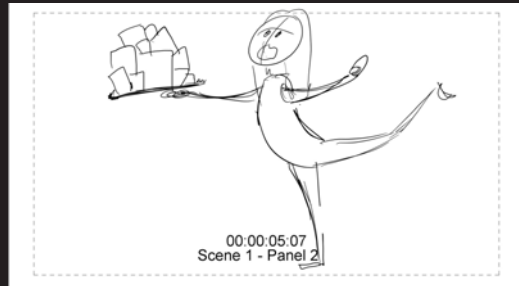
Confirmation



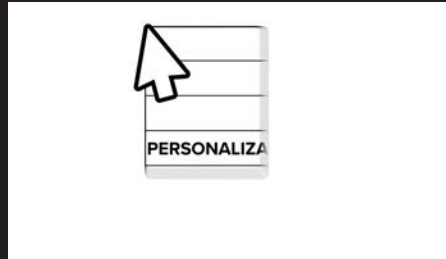
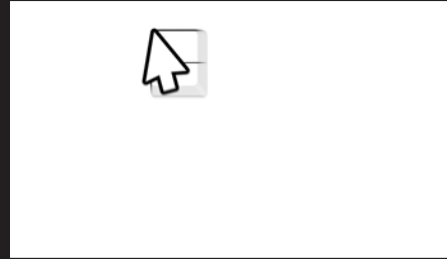
To Do



News Send



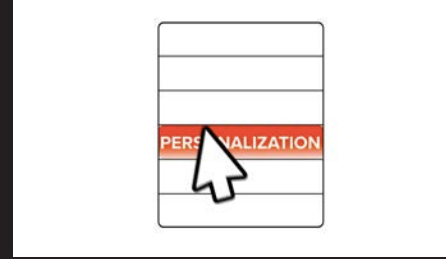




TRANSPARENCY

TRANSPARENCY

TRANSPARENCY



COMMUN

COMMUNICATIO

AUTOMATED
ORGANIZATION

AUTOMATED ORGANIZATION



AUTOMATED
ORGANIZATION

AUTOMATED
ORGANIZATION

AUTOMATED
ORGANIZATION

RELEVANT INFO

RELEVANT INFO

RELEVANT INFO



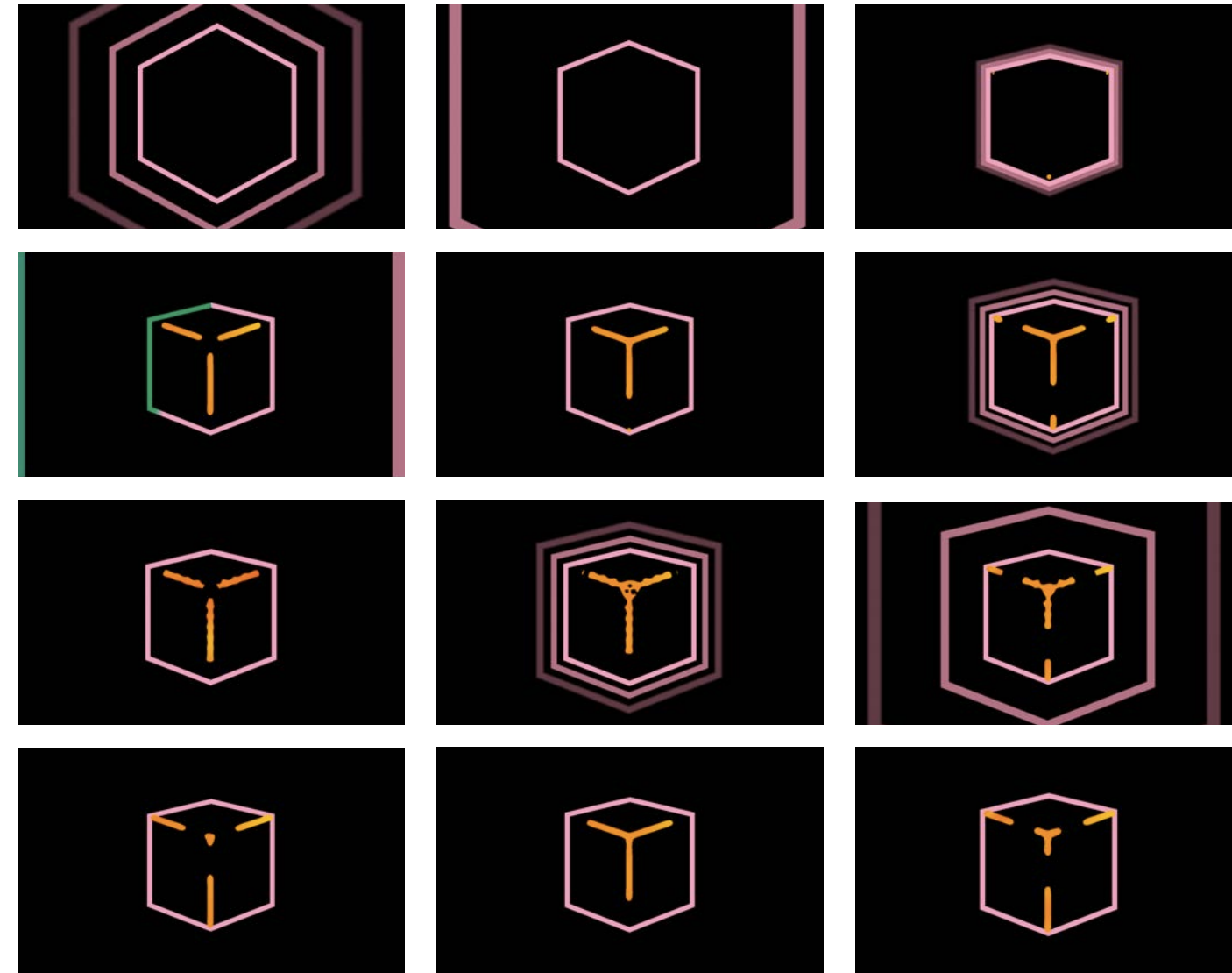
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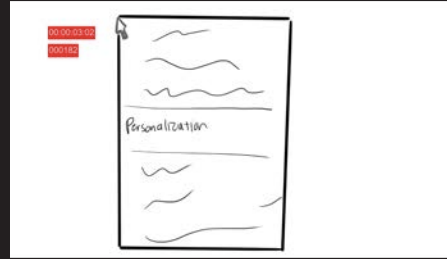
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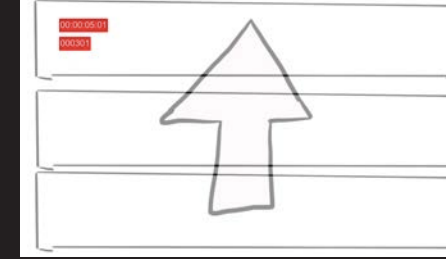
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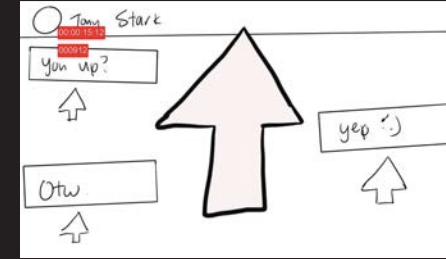
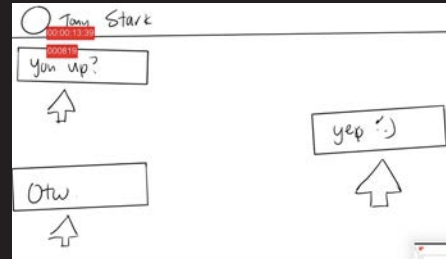
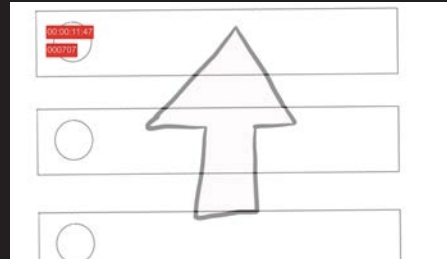
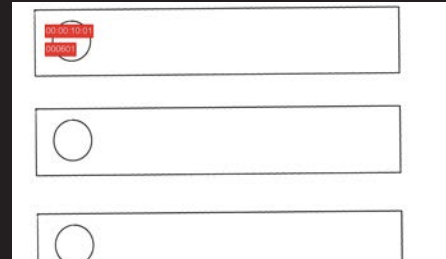
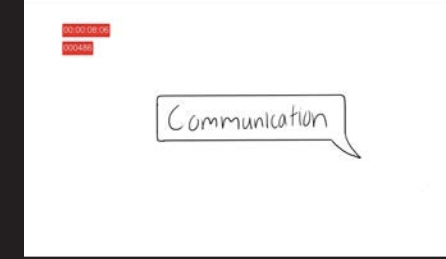




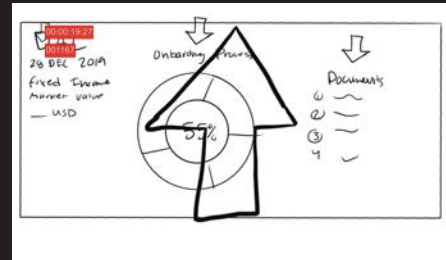
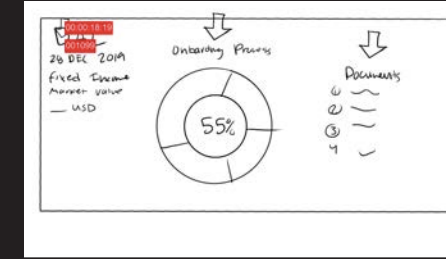
Personalization



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Transparency



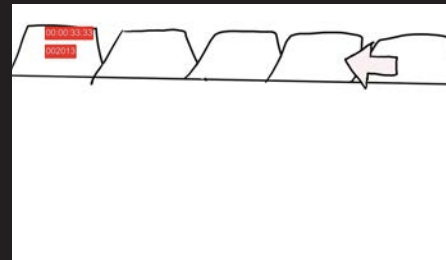
Automated Organization

Automated Organization

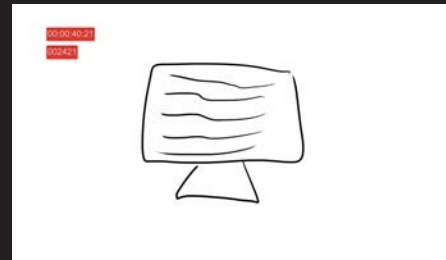
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Al	...	
B	...	
D	...	
I	...	
...	...	

Union

Unification



Relevant Info



BlackRock assist.

