

Key Experience Indicators



"To use CX for your commercial advantage, you must first be able to define, measure and explain it."

The missing piece of the puzzle

Confidential Information

Accomplish
Research and Development

Executive summary

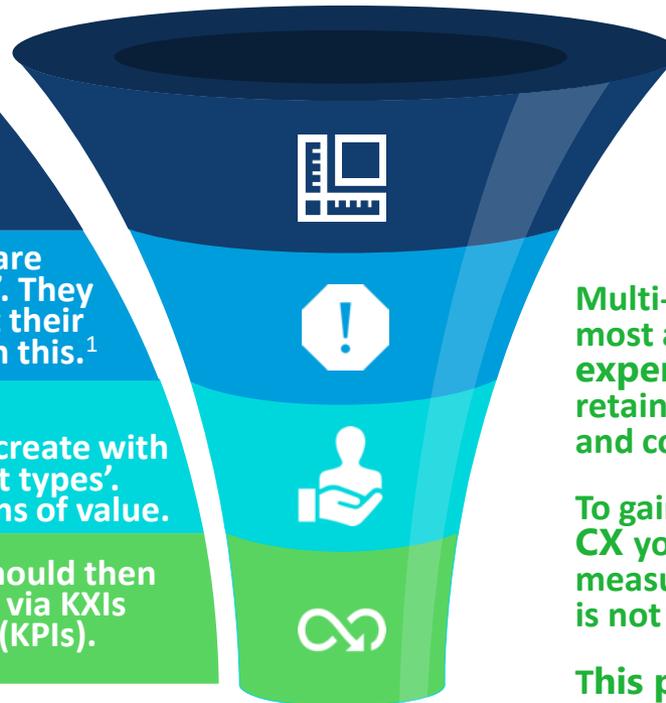


CX is the effect a supplier causes in its clients. It is observable and measurable.

When measuring CX, asset managers are not distinguishing 'cause' from 'effect'. They are mostly tracking 'cause' data about their own actions. 75% gain no benefit from this.¹

The solution is two-fold:

- 1) Firms should align the effect they create with the 'wants' of their different 'client types'. This is how clients form impressions of value.
- 2) To make sense of their CX, firms should then measure actual observable effects via KXIs and distinguish them from causes (KPIs).



Multi-decade trends mean that for most asset managers **client experience (CX)** remains THE way to retain clients and minimise complexity and costs.

To gain a competitive advantage from **CX** you must be able to define, measure and **explain** it. The industry is not yet aligned on these points.¹

This paper solves the problem by:

- Defining CX for B2B asset managers
- Explaining the science behind how CX is an effect that firms cause
- Proposing the concept of key experience indicators (KXIs) to enable firms to distinguish causes from effects and, therefore, to make sense of their CX

Client experience is like an iceberg



CX is an overall impression

- It is your client's overall impression of you and it informs their decisions to buy, stay, and consume more of your services
- It is personal, subjective, open to influence, and subject to change
- It can be irrational

It is an effect in a client that a supplier causes, and it is observable and measurable

Every direct and indirect interaction counts:

- From the moment a prospect becomes aware of you
- Through selection and onboarding
- To every post-sale interaction until offboarding when the client becomes a prospect again

CX is for everyone on the client journey
Not just the client-facing staff

Emotions create memories ... and memories form impressions



Want what your clients want ... and be extraordinary, or be forgotten

Client centricity is prioritising your client's 'wants'



Fact:

Your alignment with what your client 'wants' will drive their impression of your value



Problem:

Different clients want different things



Solution:

Design your client journey(s) to deliver what your clients want

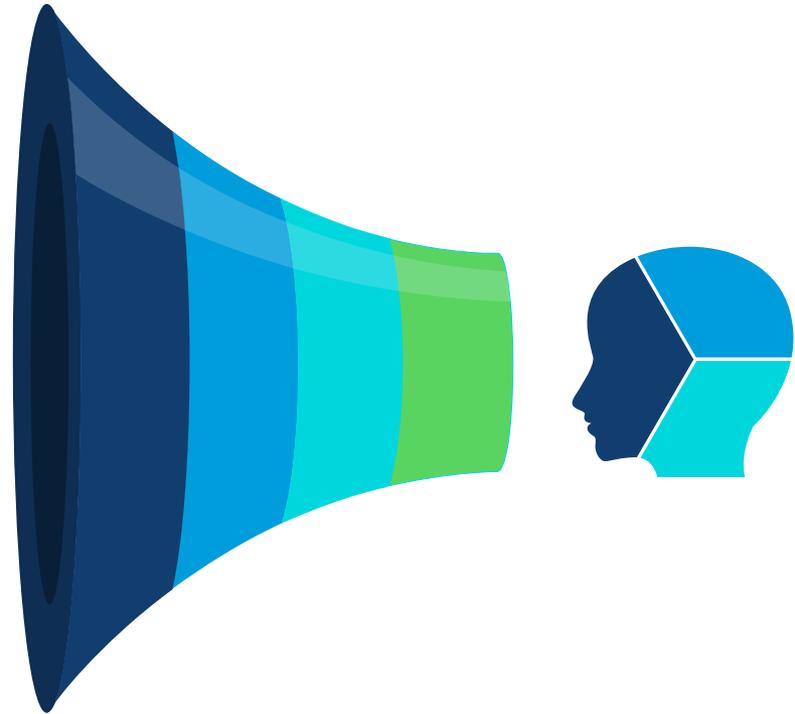
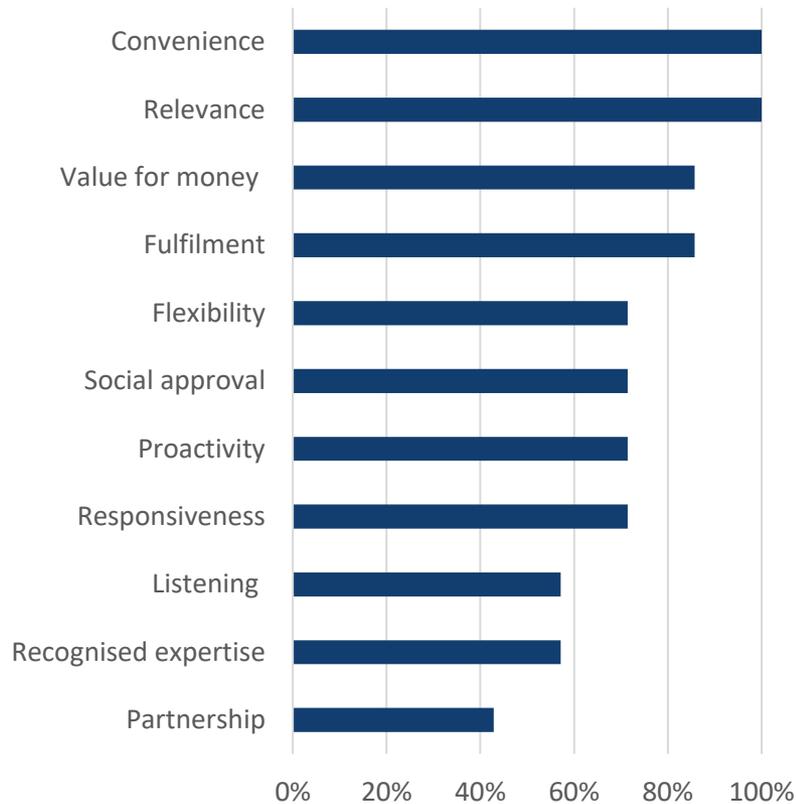


Conclusion:

Be client-centric – base your primary client segmentation on what THEY want

Client centricity is about wanting what your clients want

What clients want¹



When do they want it?

'Wants' across the client journey¹

A generic model that firms can tailor to their specific client journey(s) informed by the CX Touchpoint Benchmark

	1 Research	2 The vital first touches	3 Onboarding	4 First-time service delivery	5 Ongoing service delivery	6 Termination	7 Post service engagement
Convenience	✓	✓	✓	✓	✓	✓	✓
Relevance	✓	✓	✓	✓	✓	✓	✓
Fulfilment	✓		✓	✓	✓	✓	✓
Responsiveness		✓	✓	✓	✓	✓	
Proactivity		✓	✓	✓	✓		✓
Social approval	✓			✓	✓		✓
Value for money	✓	✓		✓	✓	✓	✓
Recognised expertise	✓	✓		✓	✓		
Listening		✓		✓	✓	✓	
Flexibility		✓	✓	✓	✓	✓	
Partnership		✓		✓	✓		

What effects should you measure?

Key Experience Indicators (KXIs)

Observable and measurable client behaviours¹

Bespoke measures for the B2B asset management industry

Stage on client journey #	Measure	Stage on client journey #	Measure
1 Research	1.1 Quantity of traffic on key product and service pages	5 Ongoing service delivery	5.01 Return user volumes
	1.2 Dwell time on key product and service pages		5.02 Ratio of query volumes to downloads
	1.3 Numbers of users using your online tools and surveys		5.03 Event attendance rates
	1.4 Download volumes		5.04 Average length of investment
	1.5 Consultant ratings		5.05 Net flows
	1.6 Positive industry recognition of products and services		5.06 Complaint volumes
2 The vital first touch	2.1 Click-through rate from first contact		5.07 Complaint feedback form
	2.2 Average click-through volumes		5.08 Client-led change activity
	2.3 Prospecting conversion rates		5.09 Relationship meeting attendance
	2.4 Client effort score		5.10 Client satisfaction score
	2.5 Client involvement score		5.11 Client-led cross-sell
	2.6 Post-prospecting feedback		5.12 Public advocacy
3 Onboarding	3.1 Client confirmations of fast issue / query resolution	6 Termination	6.1 Account closure feedback
	3.2 Onboarding performance vs. objectives		6.2 Online reviews, e.g. Insticube
	3.3 Onboarding feedback score		6.3 Ongoing engagement and contact
4 First-time service delivery	4.1 First login feedback score	7 Post service engagement	7.1 Quantity of traffic on key product and service pages
	4.2 First query feedback score		7.2 Dwell time on key product and service pages
	4.3 First investment report feedback score		7.3 Numbers of users using your online tools and surveys
	4.4 First investment review feedback score		7.4 Download volumes
	4.5 First invoice feedback score		7.5 Consultant ratings
			7.6 Positive industry recognition of products and services



Accomplish can help you tailor this to your specific business, assign tolerance levels and weightings. Then you can start tracking cause (KPIs) AND effect (KXIs) to make sense of your CX

The missing piece of the puzzle: Distinguishing ‘cause’ from ‘effect’



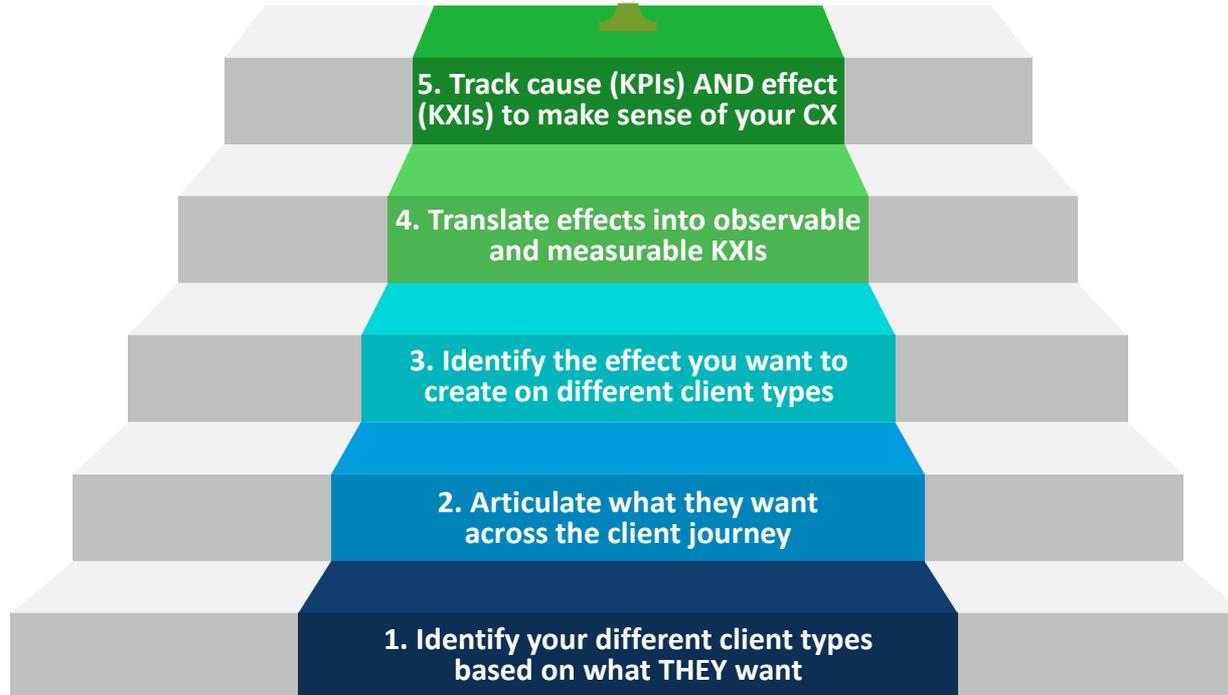
Accomplish’s design principles	Firms in the industry survey ¹	Leading edge case study ²	KXI concept
1. Must distinguish ‘cause’ from ‘effect’.			
2. Must measure observable effects in clients caused by the asset manager’s investment, service and relationship performance.			
3. Must measure effects in a timely, granular and actionable way.			
4. Must be able to address the fact that different types of clients have different wants .			
5. Must measure effects across the end-to-end client journey .			
6. Basket of measures needed , because CX is both holistic and personal which means that no single measure is possible.			

The solution is to track 1) KPIs to monitor ‘cause’ and 2) KXIs to track the ‘effect’ they have on clients

Proposed next steps



Effective CX governance



Using Accomplish's KXIs, we are designing a CX Touchpoint Benchmark to enable asset managers to validate their alignment with their clients 'wants'

Accomplish

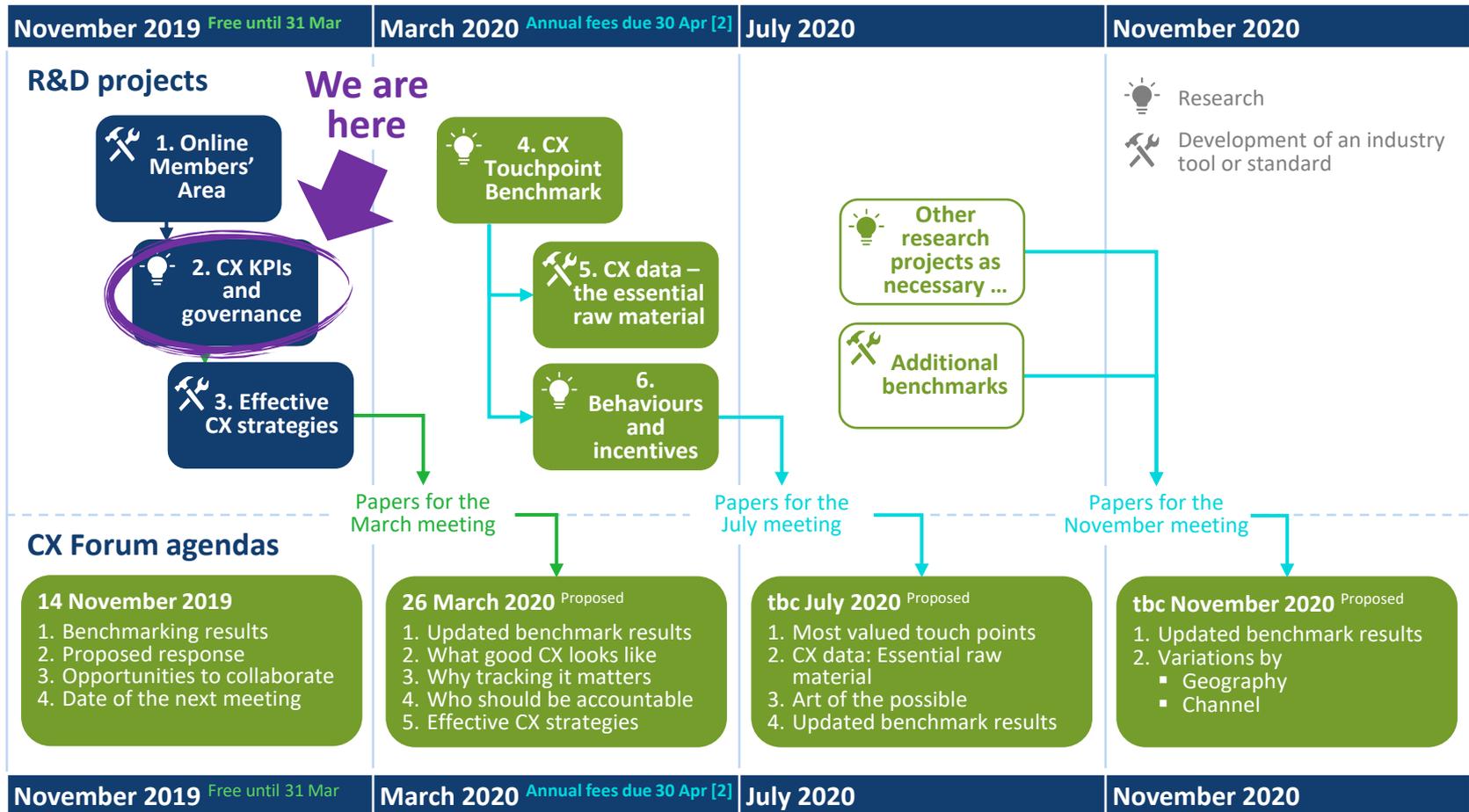


Appendix



CX Forum R&D plan v1.2, 19 Feb 20

Confidential Information¹



CX KPIs and governance

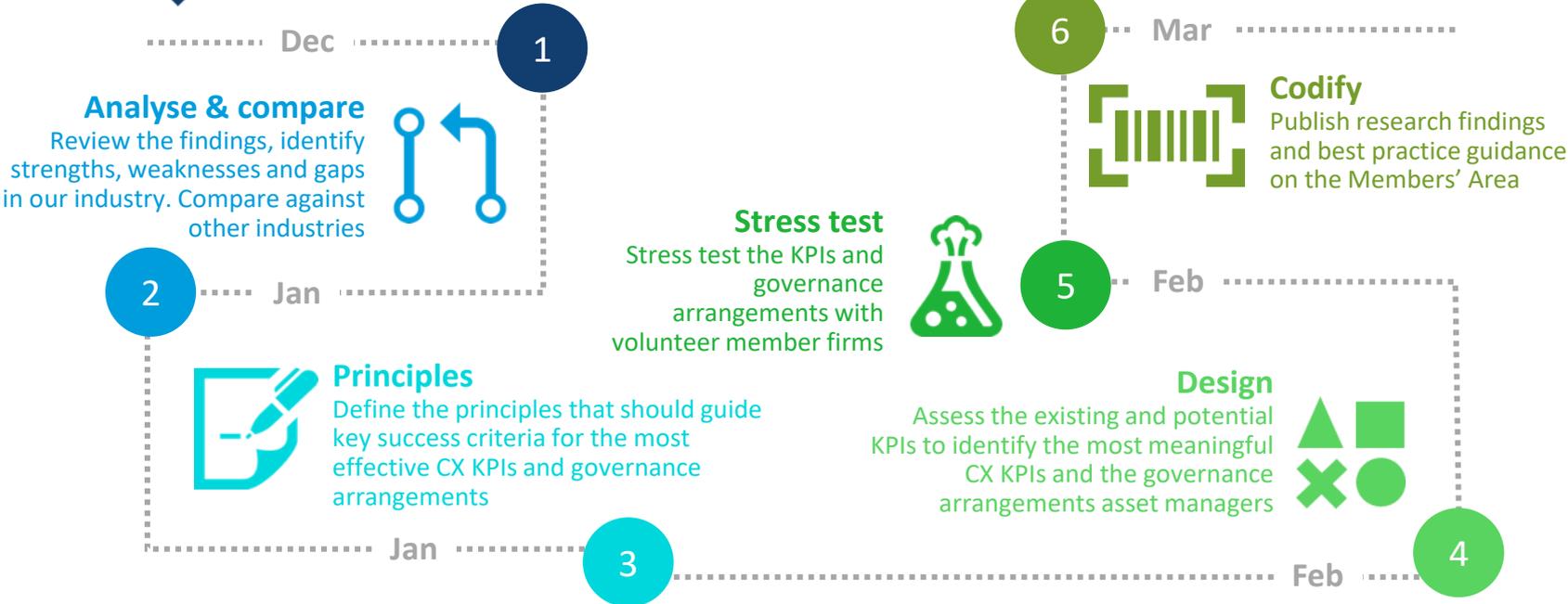
Proposed scope and approach

Accomplish will identify the most valuable CX KPIs and develop best practice guidance on the governance arrangements asset managers should have in place to oversee them.



Baseline

Survey CX member firms to verify current internal and external KPIs and governance arrangements



The impression a client-centric asset manager should want to create

B2B CX is more complicated than B2C CX, because multiple actors form impressions

	Rational 'wants'		Emotional 'wants'	
 Single input Individual level	"Help me do my job"		"Care for me"	
	Example client effect	Client 'wants'	Example client effect	Client 'wants'
	✓ "You are easy to do business with"	1 Convenience	✓ "You are there when I need you"	4 Responsiveness
	✓ "You are useful to me"	2 Relevance	✓ "You anticipate my needs and keep me up-to-speed"	5 Proactivity
	✓ "You give us the information we want when we want it"	3 Fulfilment	✓ "I gain comfort from the good opinion others have of you"	6 Social approval
 Multiple inputs Corporate level	"Want what WE want"		"Commit to the long-term"	
	Example client effect	Client 'wants'	Example client effect	Client 'wants'
	✓ "You deliver the value we want"	7 Value for money	✓ "You respect us"	9 Listening
	✓ "You have the skills we want"	8 Recognised expertise	✓ "You evolve as our 'wants' change"	10 Flexibility
			✓ "You share our values"	11 Partnership

What are the key experience indicators?

1. Research

In this initial stage, the client will establish whether you could be the right supplier for them. They will likely check out your firm digitally. You may have no direct interaction with the client.

- It is essential you know your target client types, and develop the products and services they want.
- Then make sure your digital touchpoints cater for any different needs.
- Help them research you, and give them the information they will need in an inventive and engaging way.

Convenience	It must be easy for potential clients and their advisers to access the information upon which they will create their short-lists.
Relevance	Client want to find information that answers their key questions
Fulfilment	Clients want to know that you have designed services, products and an overall experience that matches their needs.
Social approval	Clients want to be reassured that other clients, advisers and industry bodies “rate” what you are offering.
Alignment	Clients want to believe that you will deliver the value they want
Recognised expertise	Clients want confidence that any assertions you make are underpinned by experience and knowledge.



Objective at this stage – to persuade a prospect or their adviser to actively make the next step and initiate direct contact with your firm.

Example KXIs

- Quantity of website traffic on key product and service pages
- Dwell time on key product and service pages
- Numbers of users using your online tools and surveys
- Download volumes
- Consultant ratings
- Positive industry recognition of products and services

Prospects conduct research all the time. Do not give them reasons to not do business with your firm.

2. The vital first touches

This is where you set the tone for the client's experience. Creating personal connections matter, and it is hard to recover from getting it wrong here.

- Listening will be key to making an extraordinary first impression.
- You can then direct them to an appropriate and pre-defined client journey. Their perception of your alignment with what they want will be crucial to their buying decision.
- Look in the RFP for non-standard needs and involve your specialist colleagues to verify them and set expectations.

Convenience	When clients want to make direct contact it must be easy for them to do so. Eliminate any barriers.
Relevance	Clients want to engage with information that is optimised for them. Do not distract them with things that are irrelevant.
Responsiveness	Clients will want to move at a pace that is comfortable for them. Adjust your approach and respond to their cues.
Proactivity	Clients will want you to suggest solutions to their problems. This means you must listen and understand their needs.
Alignment	Clients will want to know how you are going to deliver the value they want.
Recognised expertise	Clients will want you to prove to them that you know what you are talking about – they will value your expertise.
Listening	Clients will want demonstrable evidence that you are listening to them and that you understand what they want.
Flexibility	Adapt to any changing wants and needs during this stage.
Partnership	Clients will be considering entering a partnership and that want to be reassured that they can trust you.



Objective at this stage – to convert initial interest into a purchase ... without any over-promising.

Example KXIs

- Click-through rate from first contact
- Average click-through volumes
- Prospecting conversion rates
- Client effort score
- Client involvement score
- Post-prospecting feedback

The vital first touch point is where the low hanging fruit is. Do not be under-invented and unimaginative.

3. Onboarding

The client will want reassurance of their purchasing decision, so make sure the process is understandable, seamless, and well-coordinated. In turn, you want to begin booking revenue as soon as possible.

- Onboarding should be a thought-through, explainable and navigable process.
- Having got a grip of it during due diligence, if it looks to be non-standard, allocate a project team and structure to it.

Convenience	Clients will want the onboarding process to be easy to navigate, you should ensure there are no bumpy sections during this part of the client journey.
Relevance	Clients will want to understand the reasons why information is requested.
Fulfilment	Think about how you can add value at this stage, unexpected delights, delivered early, will reinforce the purchase decision and build support.
Responsiveness	Client want a seamless experience and they will expect you to respond quickly to any issues and resolve them.
Proactivity	You can improve your ability to be proactive by analysing what your different client types value. This allows you to pre-empt client requests.
Flexibility	Clients will want you to be flexible and to adapt to the needs of their specific starting point.



Objective at this stage – to migrate the client's data and assets into your business.

Example KXIs

- Client confirmations of fast issue / query resolution
- Onboarding performance vs. objectives
- Onboarding feedback score

You can also wow clients by delivering unexpected benefits early. Think about how you can add value during the onboarding process.

4. First time service delivery

This stage is all about the 'firsts'. It is here that your clients get their first opportunities to see you delivering on your promises.

- Having set their expectations in Stage 2, now you have to deliver.
- Take a 'engineering design' approach, because Stages 4 and 5 is what you sold them.
- Don't forget that your clients are not machines, so sprinkle some unexpected delights to engage them on an emotional level and stick in their memories.



Objective at this stage – to put your client at ease that they made the right decision.

Convenience	Clients will want early proof that ongoing service delivery will be easy. This will increase adoption.
Relevance	The first set of consolidated information must satisfy and answer all the likely questions the different client types will ask.
Fulfilment	Put simply: deliver 'on-time and in-full' the information they need to do their jobs.
Responsiveness	Clients will demand early and responsive engagement.
Proactivity	Clients want evidence that you have thought-ahead about what they need.
Social approval	The client buying team would want this stage to justify the 'buy' recommendation they made to their colleagues.
Alignment	You must demonstrate you are aligned with the wants of the client.
Recognised expertise	Clients want you to demonstrate your expertise.
Listening	Listening to any early feedback will encourage clients to persist with any new ways of doing things you may be proposing.
Flexibility	Clients may wish to adjust things at this point. You should remain flexible and adapt as required.
Partnership	This is a key opportunity to build the relationships between the firm and the client.

Example KXIs

- First login feedback
- First query feedback
- First investment report feedback
- First investment review feedback
- First invoice feedback

Clients will have a base level expectation of your value. Exceed this, create senses of relief and self-satisfaction in them that choosing you was a good decision. This will deepen their emotional connection with you.

5. Ongoing service delivery

Now you need to provide your end-to-end service offering repeatedly and for an indefinite period. This will involve repeating the 'firsts' in Stage 4 every day, every month, every quarter, and every year #nopressure

- You will get what you want, by giving them what they want, so prove your performance in Stage 4 wasn't a fluke, and then they may consider additional ways you can help them meet their goals.
- Remember that your clients' 'wants' will continue to evolve.
- Focus on stamina and sustainability. And guard against distractions, fatigue and complacency – they will notice if you stop trying.

Convenience	The service must remain convenient and seamless throughout the time the client is engaged with you.
Relevance	The client will want relevant and engaging delivery of information and services on an ongoing basis.
Fulfilment	Consistent fulfilment often means “sweating the small stuff.”
Responsiveness	Clients will expect continued attention and will be alert for signs they're being taken for granted.
Proactivity	Continue to anticipate their needs as they evolve.
Social approval	Clients want reassurance that their choice of you remains valid.
Alignment	You must show your continued commitment.
Recognised expertise	You must demonstrate that you stay at the leading edge.
Listening	Analyse KXIs to understand whether clients are sending you a message about whether you are meeting their expectation.
Flexibility	You should demonstrate flexibility whenever it is going to improve the client experience
Partnership	Now that they have got to know you, this is a time for demonstrations of mutual loyalty.



Objective at this stage – to help clients do their jobs, to care for them, to want what THEY want, and to commit to the long-term.

Example KXIs

- Return user volumes
- Ratio of query volumes to downloads
- Event attendance rates
- Average length of investment
- Net flows
- Complaint volumes
- Complaint feedback form
- Client-led change activity
- Relationship meeting attendance
- Client satisfaction score
- Client-led cross-sell
- Public advocacy

Do not assume client loyalty. Ask yourself regularly “what is it like to do business with us?” Many humans do not like conflict, so they may appear loyal up to the moment they leave.

6. Termination

Departures happen - it might just have been the result of a strategy change. You knew this stage was possible, though. And now it's arrived. Part well, and enable your new prospect to leave easily, whilst learning the reason for their departure.

- Your client just became a prospect again and you should treat them as such immediately.
- Goodbyes are important, so your actions in this stage will be remembered, so be big-minded, and big-hearted.
- This approach will remove any awkwardness, leave relationships intact, and make them reflect on a potential return in the future.

Convenience	A client will not want to feel as if they are penalised for leaving. You need to make it easy for them to depart.
Relevance	A client will want you to present them with the right information they need to enable a smooth transition.
Fulfilment	It is still important to fulfil client needs and wants all the way to the end. Delivering some unexpected value for no additional charge – in essence a leaving gift – is a powerful way of repairing a relationship if necessary.
Responsiveness	It remains important that you continue to respond in an agile manner to client requests: they may discuss their termination experience with others.
Alignment	Clients will value and want alignment throughout the client journey. This is as important during the termination stage.
Listening	A client is likely to give you the evidence you need to understand why they are leaving. Listen and, if necessary, act to protect your remaining relationships with similar clients.
Flexibility	A client who is leaving remains a valuable asset and therefore they should be afforded flexibility.



Objective at this stage – set the conditions for regaining the client in the future.

Example KXIs

- Account closure feedback
- Online reviews, e.g. Insticube
- Ongoing engagement and contact

Deliver a personal and meaningful 'thank you' as clients depart. They have entrusted your firm with their assets, and you should explain that you recognise and value this.

7. Post service engagement

This stage sets the conditions for a former client to return to doing business with you. Touchpoints are similar to Stage 1 with one key difference: if you played Stage 6 well, then these people are likely to 'take your call' and maintain direct interaction.

- These people have chosen you before, you know what they want, and you have a deep and direct relationship with them.
- Use these advantages to inform them of how you have addressed any feedback, and then move on to how you can help them meet their goals.
- Find ways to give your ex-clients something of value - unexpected delights that remind them that the relationship is still strong.

Convenience	It must remain easy for potential returning clients to access the information they want.
Relevance	Ensure your communication is linked to what you know the prospect wants from your exit feedback process.
Fulfilment	To make it through your prospect's filter you need to ensure that you offer contains real value.
Responsiveness	Individualising the engagement often requires innovation. Avoid reaching out to just sell products and services.
Proactivity	Continue to stay in touch with ex-clients and deliver personal, relevant and valuable content.
Alignment	Successful firms resist the urge to make direct efforts to sell previous clients new services and instead give something of value for free.
Recognised expertise	Continue to demonstrate that you are maintaining your knowledge and expertise in your specialist area.
Listening	You must "get out of the office" and listen to what prospects are saying. This allows you to categorise them and then design content to appeal to their needs.
Flexibility	In general, clients value flexibility so whenever possible you should highlight how you deliver this aspect.



Objective at this stage – to persuade your prospect to consider returning.

Example KXIs

- Quantity of website traffic on key product and service pages
- Dwell time on key product and service pages
- Numbers of users using online tools and surveys
- Download volumes
- Positive industry recognition of products and services

Develop the ability to measure how frequently clients want to be contacted and what kind of value they are after.

CX KPIs and governance survey findings January 2020

Introduction

- We know from the November 2019 Accomplish CX Maturity Benchmark that the EMEA Institutional market has a particular weakness in CX Governance and KPIs.
- These survey findings are the second step in the CX Forum's R&D project to identify the most valuable CX KPIs and develop best practice guidance on the governance arrangements asset managers should have in place to oversee them.
- This research project matters because it will enable member firms to choose appropriate measures against which they can set their ambitions for improving CX.

Sample population

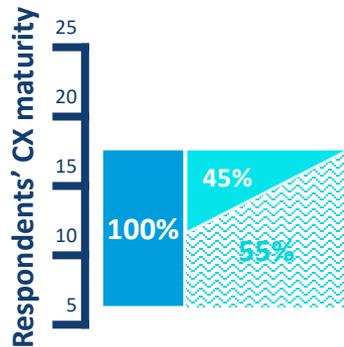
- 12 members of the CX Forum contributed to this survey.
- These firms already recognise the importance of CX.
- As a result, Accomplish does not expect these findings to be representative of the broader market, whom we expect to have lower levels of recognition of the significance of CX.

Key findings

- 75% of respondents reported that their current CX Governance and KPI arrangements have no positive effect.
- This implies they receive no benefit from the effort invested or, worse, they may receive false comfort.
- There is a general lack of design and we hypothesise that this is linked to strategy and is an important reason why firms are reporting ineffective KPIs.
- Only 25% of firms are tracking their CX for a deliberate strategic reason.
- Respondents reported a mix of CX metrics as well as gaps in their measurements, particularly concerning external data.
- As firms' CX maturity increases, they tend to track a broader mix of measures enabling them to understand how they relate to each other and interact.
- 3/4 of the firms at the leading edge have CX Transformation Teams that analyse, interpret and share CX KPI performance data with all members of staff.
- The firms using analytic tools driven by consolidated pools of data were all either at or near the leading edge in terms of their CX maturity.
- Most respondents defined CX as being end-to-end and all-encompassing and assigned it broad collective responsibility.

What CX metrics firms are tracking¹

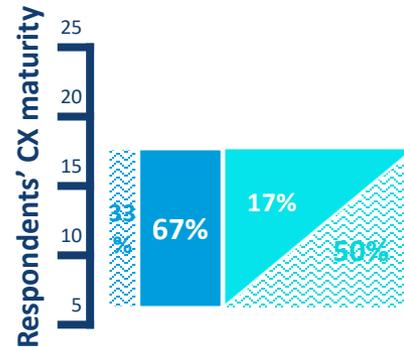
Internal metrics



Measures in use

Service KPIs²
 Sales KPIs
 Internally-predicted client sat'n
 Retention rate
 Segment-specific metrics
 Employee 'client first' score

External metrics



Measures in use

No external measures
 Externally-verified client sat'n
 Net Promoter Score
 Greenwich market intelligence
 NMG brand data
 Client effort
 Insticube experience feedback
 Share of wallet

■ Majority of respondents ■ Leading edge firms % of respondents

What the data says

- 55% of firms are only tracking sales and service KPIs
- 33% are not tracking any external measures
- 50% are only tracking client satisfaction and advocacy

Leading edge firms

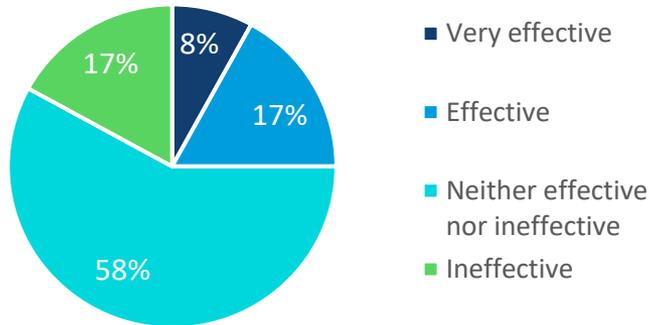
- As firms' CX maturity increases, they tend to track a broader mix of measures enabling them to understand how they relate to each other and interact.
- Every firm at the leading edge is tracking external measures of CX.

Note about the data

- Readers are reminded that we embarked on this research because the benchmark found that, on average, CX KPIs were incomplete and unconnected
- This may be a reason why respondents contributed key examples of metrics, rather than exhaustive lists.
- This creates a challenge of combining qualitative and quantitative answers, which we have attempted to solve through these infographics.

How effective are firms at measuring CX?¹

How effective are these CX governance and KPI arrangements?



What the data says

- 75% of respondents reported that their current CX Governance and KPI arrangements have no positive effect.
- This implies they receive no benefit from the effort invested or, worse, they may receive false comfort.

Leading edge firms

- Only firms at or near the leading edge of CX felt they were gaining value from their CX KPIs.

Referring to your view of how effective the CX Governance and KPIs are, why is this the case?

- | | |
|-------------------------------|--|
| ✓ Accountability | ✗ Adoption still to happen |
| ✓ Transparency | ✗ Data is fragmented / incomplete |
| ✓ Measuring drivers of change | ✗ Team-by-team reporting precludes key items |
| | ✗ Struggle to quantify standards |

What the data says

- 75% of firms reported that 'adoption was still to happen'. This is manifesting itself in multiple ways:
 - Unclear governance
 - KPIs still under development
 - New KPIs still bedding-in and being interpreted
 - Reorganisations taking priority
 - CX seen as a concern for client-facing staff
- Over 50% noted that making the right decisions would be easier if they were able to interrogate and visualise the data but this is hampered when it is fragmented.
- 25% said that the volume or structure of reporting was precluding key items by crowding them out or cutting across them. For example, when we monitor KYC, contracting, onboarding and transitions separately, we are measuring things the way we see them, not the way clients see them.

A leading edge case study

Situation

A product-led asset manager shifting to being client-led.

Objectives

Understand its clients through new dashboards:

- Client-specific key performance indicators (covering investments, relationship and operational fulfilment).
- A summary of an account manager's clients, latest performance and how it compares to competitor products, and which ones they should contact and why.

Key challenges

- Distilling the essential data points from a large number of possible and useful ones.
- Managing stakeholder expectations while the project sourced, analysed and blended data – often out-of-sight until something visual was available.
- Constraints of screen real estate created some tough scope decisions while the project was underway.
- The need to instill cleansing and house-keeping of client master data as a business-as-usual responsibility.
- Permissions over who could see which clients was a source of tension. Best discussed early in the project.



Results

- New features embedded in the CRM application: Tableau dashboards, and segmentation model.
- Insight into online client engagement

Benefits

- A consistent dashboard leveraged the best sales and relationship management practices across all account managers.
- It prompted account managers to defend assets quickly and confidently in order to retain revenue.
- No more hunting for manual data – the automated data sourcing and aggregation saved time.

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