

Accomplish



The importance of CX



1

Resources
at your
fingertips

2

What is
CX?

3

Why CX?
And why
now?

4

What can
I do?

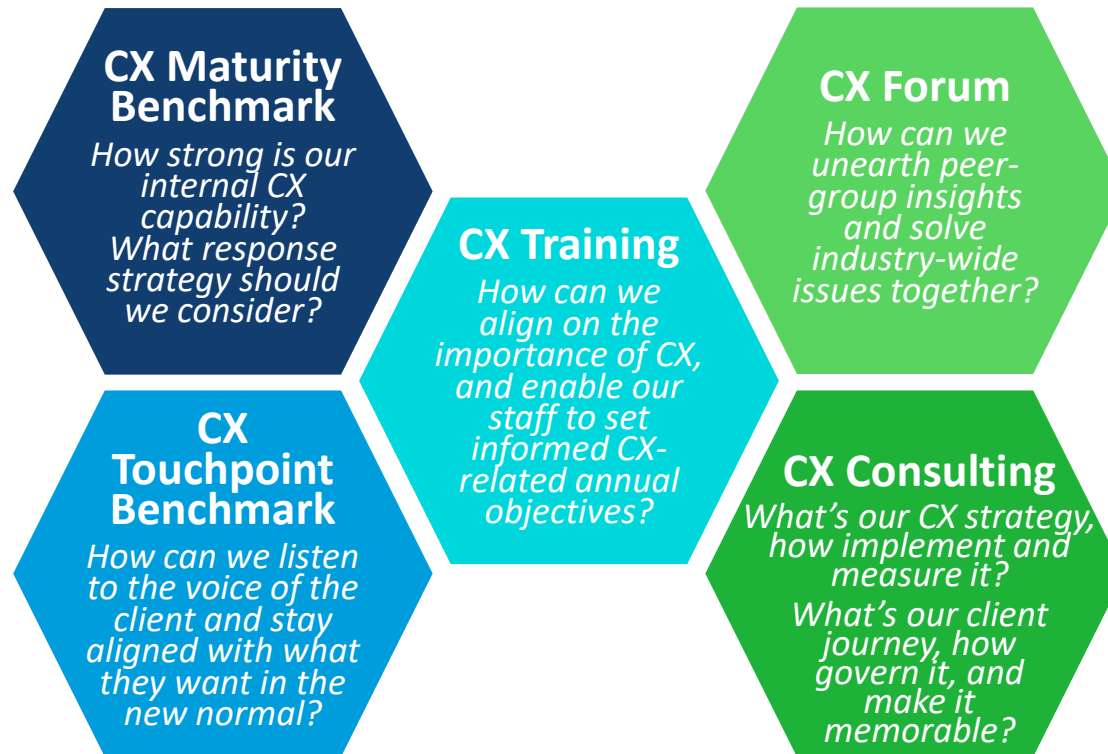
5

Key next
steps

Objective – to align on the importance of CX

Accomplish's CX toolbox for the new normal¹

We help firms stand-out from their competitors through the experience they deliver to their clients

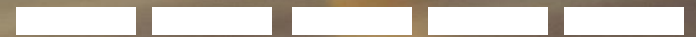


Extending the leading edge of CX

Resources at your fingertips



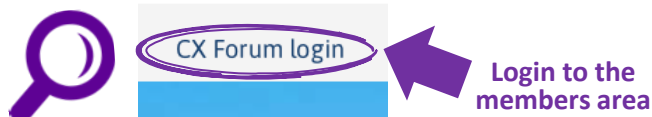
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CX Forum's Private members' area

The online home for the
asset management CX community

Live since end Feb 2020. 39 users. 16 companies.



Your
benchmark
report (s) and
CX Forum
papers



CX Forum's Private members' area



Private Members Area Menu Welcome Premium membership CX news Forum Research Resources

Premium membership

Benefits

- Benchmark your alignment with what clients want
- Sponsor peer-group projects on a topic of your choice
- Training to give staff the knowledge and understanding of CX they need, as well as the ability to apply it
- 'Art of the possible' events to learn from other industries
- Best practice guides and support with establishing and connecting the building blocks of CX
- Programme reviews to gain confidence that your CX transformation is still 'on track'



CX Fundamentals Training Course

Gain the knowledge and understanding of CX you need, and set informed, meaningful and consistent CX-related annual objectives



CX Governance

A practical guide to improving the maturity of your CX Governance.



CX Culture

Culture is the primary way to achieve client centricity and exploit the value of CX for all. Here's our guide on CX Culture and how to prioritise clients everyday.



Segmentation

Different types of clients want different things. Identify them, select your target client types, and develop differentiated service offerings.



Your CX Fix



What good asset management CX looks like

This blog concludes our series on the fundamentals of CX by exploring what good asset management CX looks like. At Accomplish, we believe firms need to be client-led, they need to maintain a holistic and deliberate CX capability, and they need to either do something extraordinary or be forgotten. We finish by pulling together from across the blog series the competitive, financial, and logical reasons for maintaining a deliberate CX capability.

[READ MORE >](#)



Why asset management CX? And why now?

Survival requires differentiation and, for asset managers, the old ways have become unreliable. To address the root cause, firms should shift from being 'product-led' to 'client-led' and redress any internal imbalance. CX is here to stay and it's a good thing: you will get what YOU want, by helping clients get what THEY want.

[READ MORE >](#)



B2B client experience (CX) is challenging

Our interactions with B2C firms have taught us to expect outstanding client experience (CX). However, is it that much more difficult for asset managers to deliver a memorable B2B client experience (CX)? Or is it just that a holistic and strategic approach based on the primacy of clients needs is the key to success?

[READ MORE >](#)



More news on

[CX Fundamentals](#)

CX Fundamentals Course

CX Fundamentals gives staff the knowledge and understanding of CX they need, as well as the ability to apply it

1

Align internally on the importance of CX, on what good CX looks like, and on how to become client-led

2

Master the fundamentals of CX:

- What is CX, and the asset management client journey?
- Why CX? And why now?
- How CX works
- How B2B CX is different to B2C
- What good CX looks like

3

Set informed, meaningful and consistent CX-related annual objectives as part of and by the end of the course



**Compatible with
industry CX benchmarks**

CX Forum's Private members' area



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The direction of travel

Every firm is revising its strategy in response to the macro shock and the new normal. As we have seen, many are making CX a factor in this. Other factors include productivity opportunities and staff welfare policies. Here are the key CX-related themes they are considering.



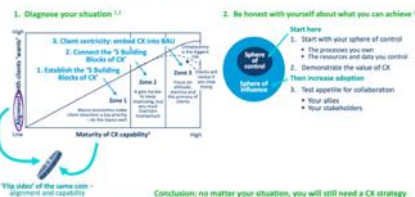
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GenieShares 10



Match your CX strategy to your situation

Your firm's current CX may be extraordinarily good, indifferently forgettable, or an unconnected and inconsistent mix. To choose the right strategy, you must choose accurately assess your situation.



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GenieShares 10



Key Experience Indicators (KXIs) Observable and measurable client behaviours¹

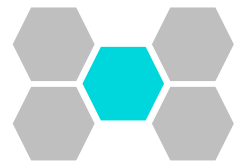
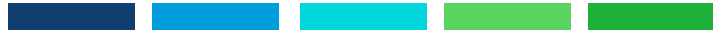
Regulate measures for the R20 asset management industry

Measure	Measure	Measure	Measure
1. Client satisfaction score	2. Client retention score	3. Client engagement score	4. Client loyalty score
5. Client effort score	6. Client advocacy score	7. Client feedback score	8. Client resolution score
9. Client onboarding score	10. Client service score	11. Client support score	12. Client training score
13. Client retention score	14. Client engagement score	15. Client loyalty score	16. Client satisfaction score
17. Client effort score	18. Client advocacy score	19. Client feedback score	20. Client resolution score

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

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What is CX?

What is CX?



CX is an overall impression

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

The asset management client journey



Emotions create memories ... and memories form impressions



Your alignment with what your clients want will drive their impression of your value.⁵



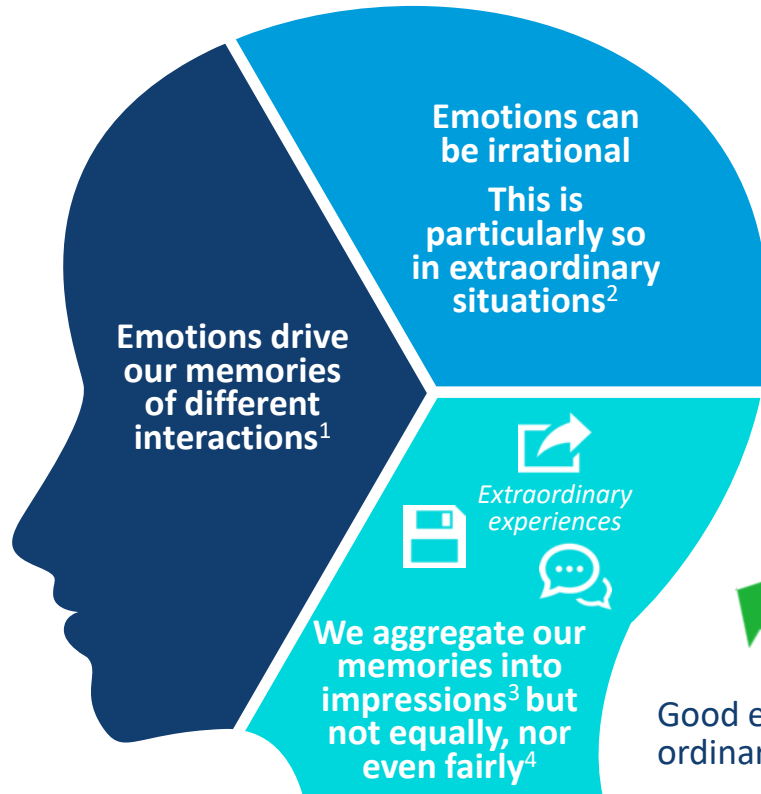
Clients judge your expertise in the areas they do not understand by your performance in those they do



We cannot follow rational decision-making processes in extraordinary situations



As a result, emotions caused by extraordinary events disproportionately skew our memories



Extraordinary experiences get:


- Remembered
- Shared
- Discussed



Good experiences are ordinary and we forget them



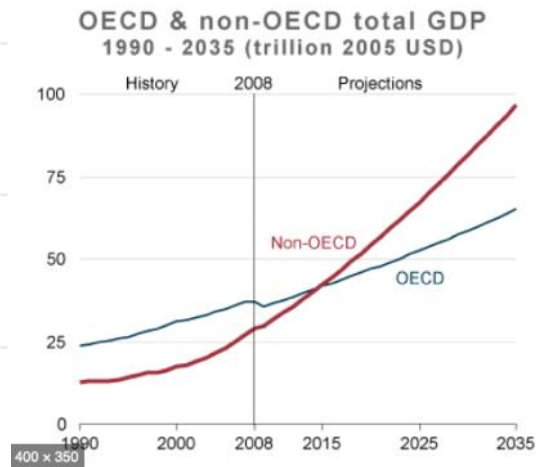
Want what your clients want ... and be extraordinary, or be forgotten

A man with dark curly hair and a beard, wearing a light blue button-down shirt, is sitting at a desk. He is looking towards the left, gesturing with his right hand while holding a document. On the desk, there is a laptop, a coffee cup, and a small potted plant. The background is a blurred office setting.

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**Why CX?
And why now?**

The macro historic backdrop



This attracted lots of new suppliers

A crowded marketplace

6.1: Number of Asset Management Companies¹

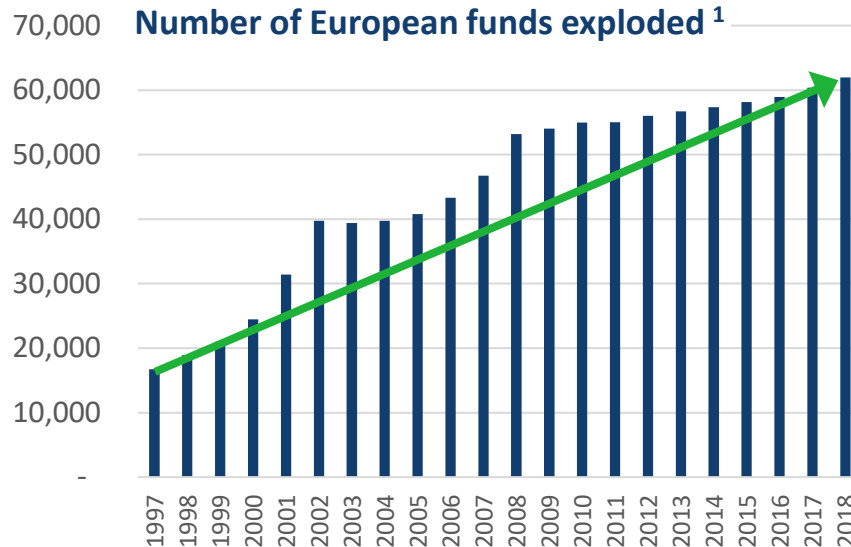
Country	2017	Country	2017
Austria	24	Luxembourg	304
Belgium	64	Malta	127
Bulgaria	31	Netherlands	236
Croatia	21	Norway	31
Cyprus	125	Poland	41
Czech Republic	23	Portugal	66
Denmark	53	Romania	22
Finland	26	Slovakia	10
France	630	Slovenia	7
Germany	380	Spain	109
Greece	50	Sweden	105
Hungary	24	Switzerland	210
Ireland	253	Turkey	49
Italy	256	United Kingdom	1,100
Liechtenstein	16	Europe	4,393

4,393 asset
managers in
Europe



New suppliers launched many products

A proliferation of investment products¹



Median size of
EMEA institutional
product range

120

investment strategies per
asset manager available
for sale in EMEA to
institutional clients¹

A crowded marketplace



Clients began to question fees



Nine out of 10 active funds underperform benchmark

Most actively managed European equity funds failed to beat their benchmark over the past decade

Chris Flood OCTOBER 25 2015

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Nine out of ten actively managed European equity funds have underperformed their benchmark over the past decade, intensifying pressure on stockpicking asset managers to prove their worth.

FINANCIAL TIMES

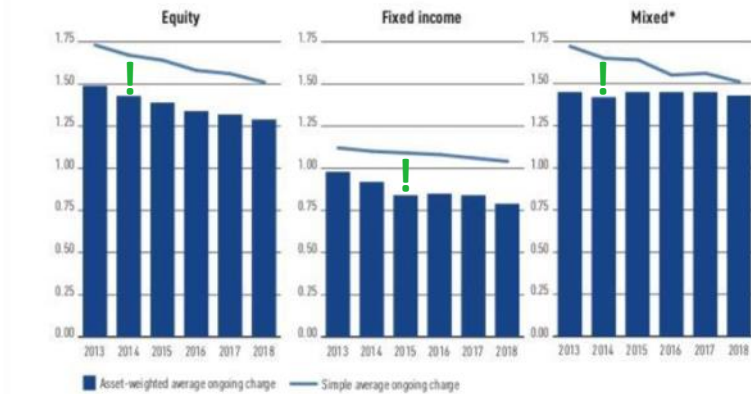
Cheaper substitutes took market share



FINANCIAL TIMES

Bargaining power shifted to clients

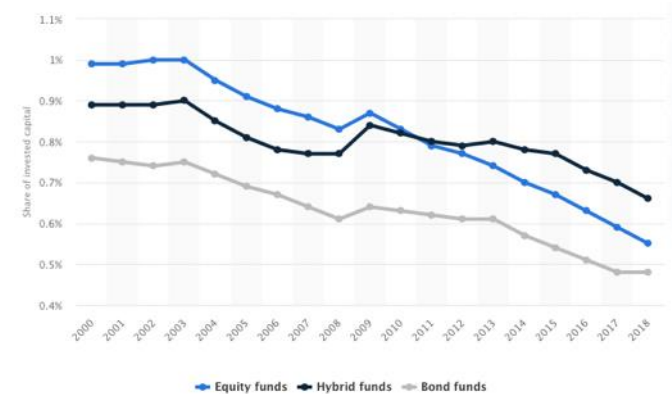
Investors in UCITS pay below-average ongoing charges¹



*Mixed funds invest in a combination of equity and fixed-income securities
Data exclude exchange-traded funds



Fund fees on a declining trend²



A sustainable race?

launches index funds with 0% fee

The asset management company will offer investors no-fee index funds.

Funds and Investment Trusts August 2, 2018 by Tom Bailey



“The successful asset management firm will build and demonstrate its client value proposition”

Successful investment firms don't dodge industry realities

BY ROGER URWIN | JUNE 2019 (MAGAZINE)



Culture is a big differentiator in determining the successful asset managers of the future

Key points

- Technology will speed up the rate of change in asset management over the next 10 years
- More attention needs to be paid to the workplace culture in people-oriented investment firms
- A successful business needs to blend stability and adaptability



Investment firms of the future are evolving client-led cultures

Why asset management CX?

Because, in a survival-of-the fittest market ...

Unreliable differentiators

Product performance

Pricing

Brand



Headwinds

✗ *Market over-supply*

✗ *Price-taking*

✗ *External events and scandals*

Reliable differentiators

Client experience (CX)



Tailwinds

✓ *Controllable*

✓ *Commercial*

✓ *Incremental*

... CX has become THE differentiator



Profound shift in broader society

B2C CX in the modern digital economy is driving our expectations of B2B CX



- As individuals, our constant exposure to B2C CX sets our expectations of B2B companies
- This shift has taught us all what good CX looks like
- We do not leave these expectations at home when we come to work, rather we notice the absence of CX
- This is a relatively recent development
- We do not expect this trend to change or reverse

CX is here to stay

Early movers have seized a head-start

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They are using CX to secure competitive advantage

A strategic opportunity to catch up



x2

as many indicators that asset managers are delivering an unfavourable CX than a favourable one¹



This presents an opportunity, but ...

75%

of asset managers are not ready to seize it ^{1,2}



"Industry is losing pace with its clients' needs."

"Asset management distribution organisations have failed to keep up with buyer needs and client demands." ³



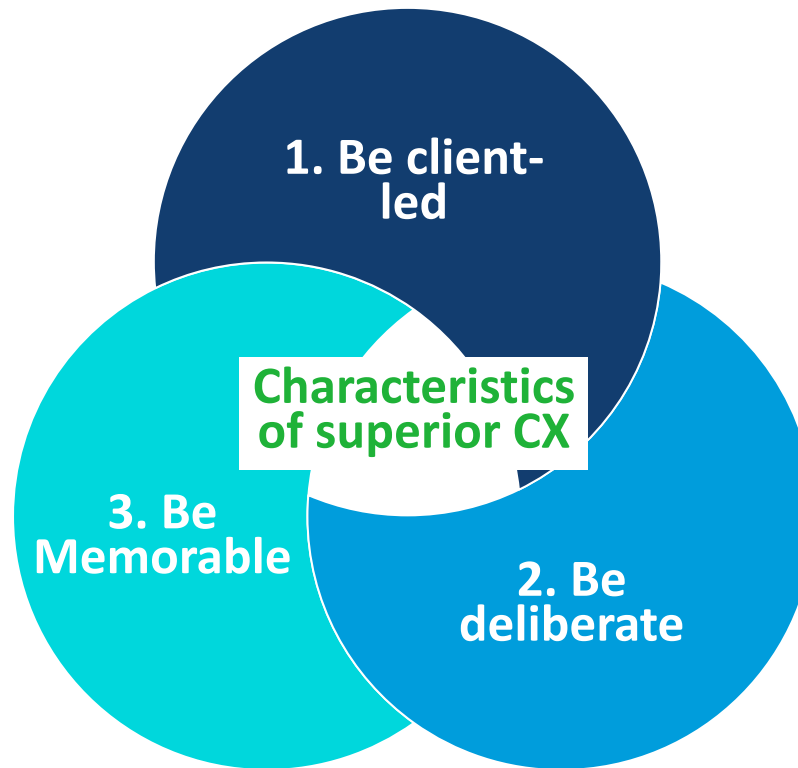
*"Good CX is forgettable.
Only extraordinary CX is
remembered, shared, and discussed."*

✓ Accomplish

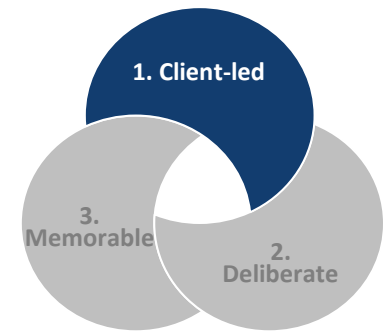


What can I do?

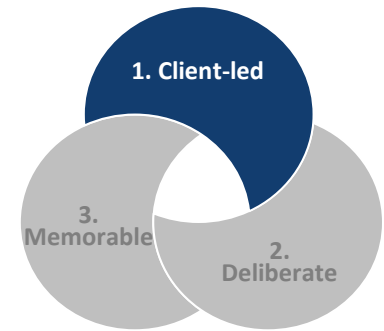
Characteristics of superior CX



Step 1: define your clients' needs



Step 2: segment based on their needs



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

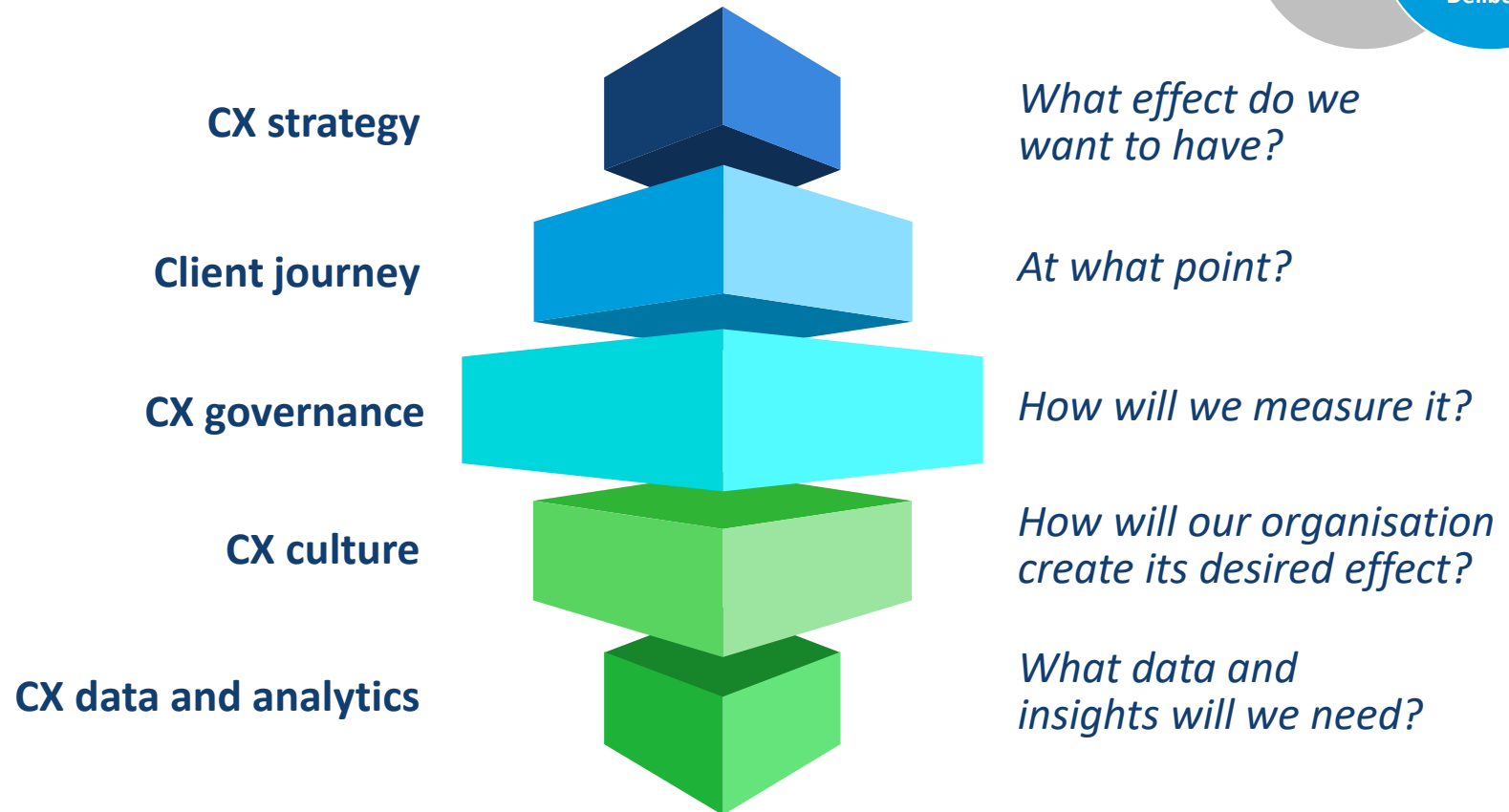
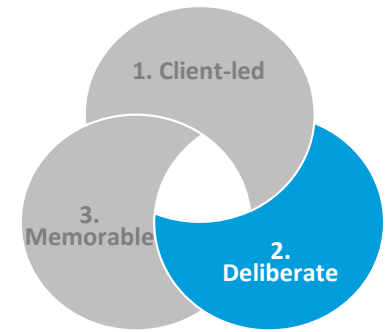
Client centricity is about wanting what your clients want

A close-up photograph of a person's hands holding a light blue ceramic cup filled with coffee. The coffee has a golden-brown foam with a heart-shaped latte art design. The person is wearing a blue and white striped long-sleeved shirt. The background is blurred, showing other people in a cafe setting.

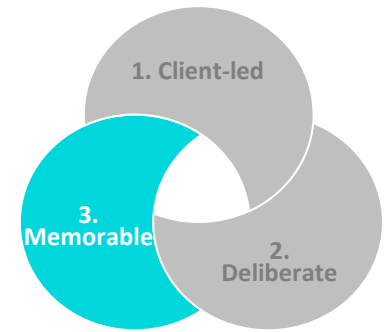
You will get what YOU want ...

... by helping clients get what
THEY want

The Building Blocks of CX[©]



Be extraordinary, or be forgotten



1. Identify the moments that matter
2. Sprinkle unexpected delights!



Good experiences are ordinary and get forgotten



Key next steps



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