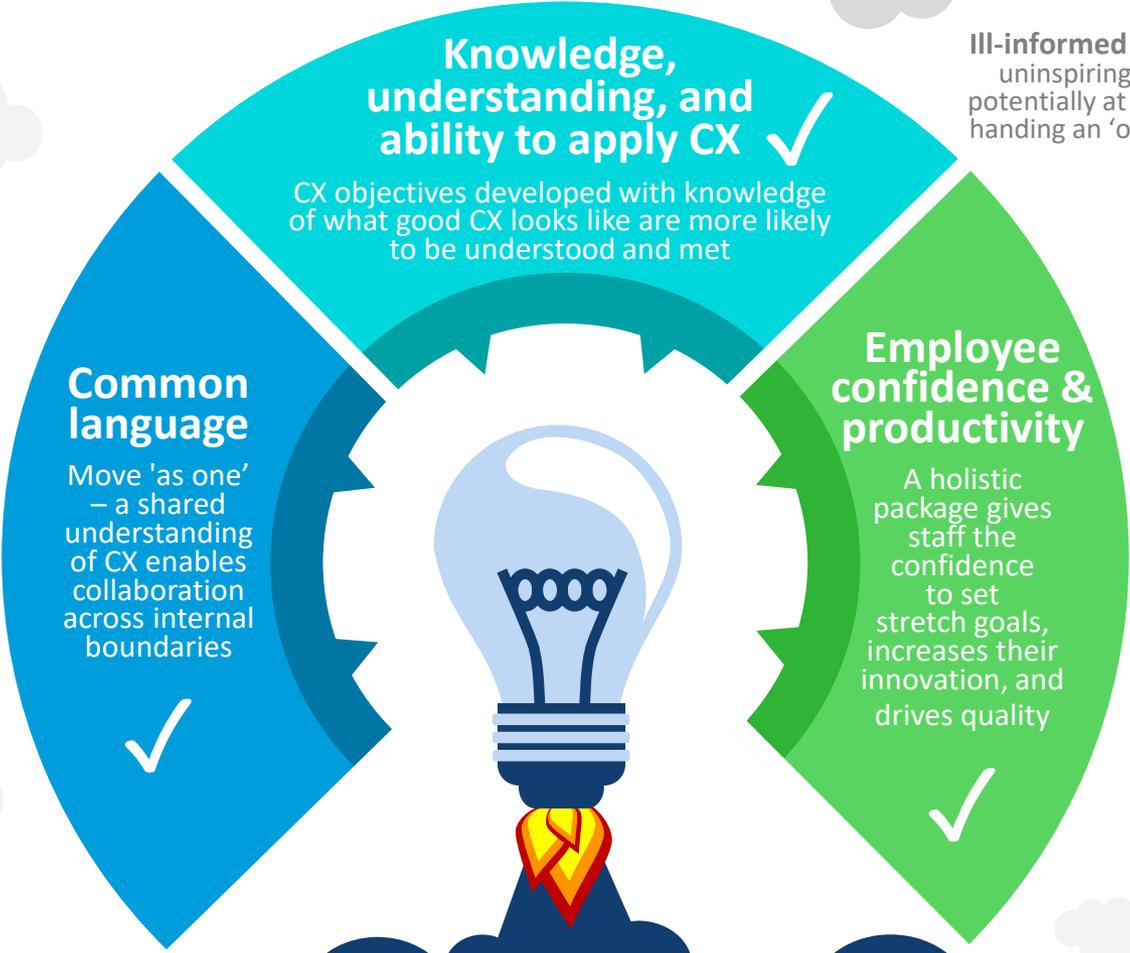


# Building Blocks of CX

 Accomplish



# CX training is essential



Life without CX training

**Ill-informed CX objectives** may be uninspiring, unachievable, and potentially at odds with each other, handing an 'own goal' to any cynics

Life without CX training

**Inconsistent** ... without a common language and shared view of what CX is and how it works, inconsistent approaches may fail to connect, accentuating siloes

Life without CX training

**Incomplete** ... left to find their own solutions, staff attempts to fill their knowledge gaps will be limited by their understanding of what they don't know, leaving them with an incomplete understanding of CX

**Catch-up with the early movers on CX**

# CX training courses

**Different courses to meet your needs**

**CX Fundamentals** *For everyone* 

**Building Blocks of CX** *For CX specialists* 

**Specialist topics**  
Key individuals can master high-value topics:

- Post-M&A CX
- Best practice client segmentation
- Listening to the voice of the client

**CX Fundamentals** – the entry-level course that gives teams, departments, and entire organisations the foundational knowledge and understanding of CX they need, as well as the ability to apply it:

- Align internally on the importance of CX, on what good CX looks like, and on how to become client-led
- Set informed, meaningful and consistent CX-related annual objectives as part of and by the end of the course
- Be able to compare the progress of your CX transformation against your peers using industry CX benchmarks

**Building blocks of CX** – designed for CX specialists who want to take their asset management CX training to the next level:

- Analyse the individual building blocks of CX in detail
- Master CX strategies, client journeys, governance, culture, and CX data & analytics
- Explore ways to assemble them into new solutions for your organization, and to evaluate their quality

**Built for asset managers by asset managers**



# Building Blocks of CX Training Courses

**'Building block' courses build on CX Fundamentals**  
We expect you to have:

- A foundational knowledge and understanding of CX
- The ability to apply it



Take your asset management CX training to the next level



Analyse the individual building blocks of CX in detail



Master CX strategies, client journeys, governance, culture, and CX data & analytics

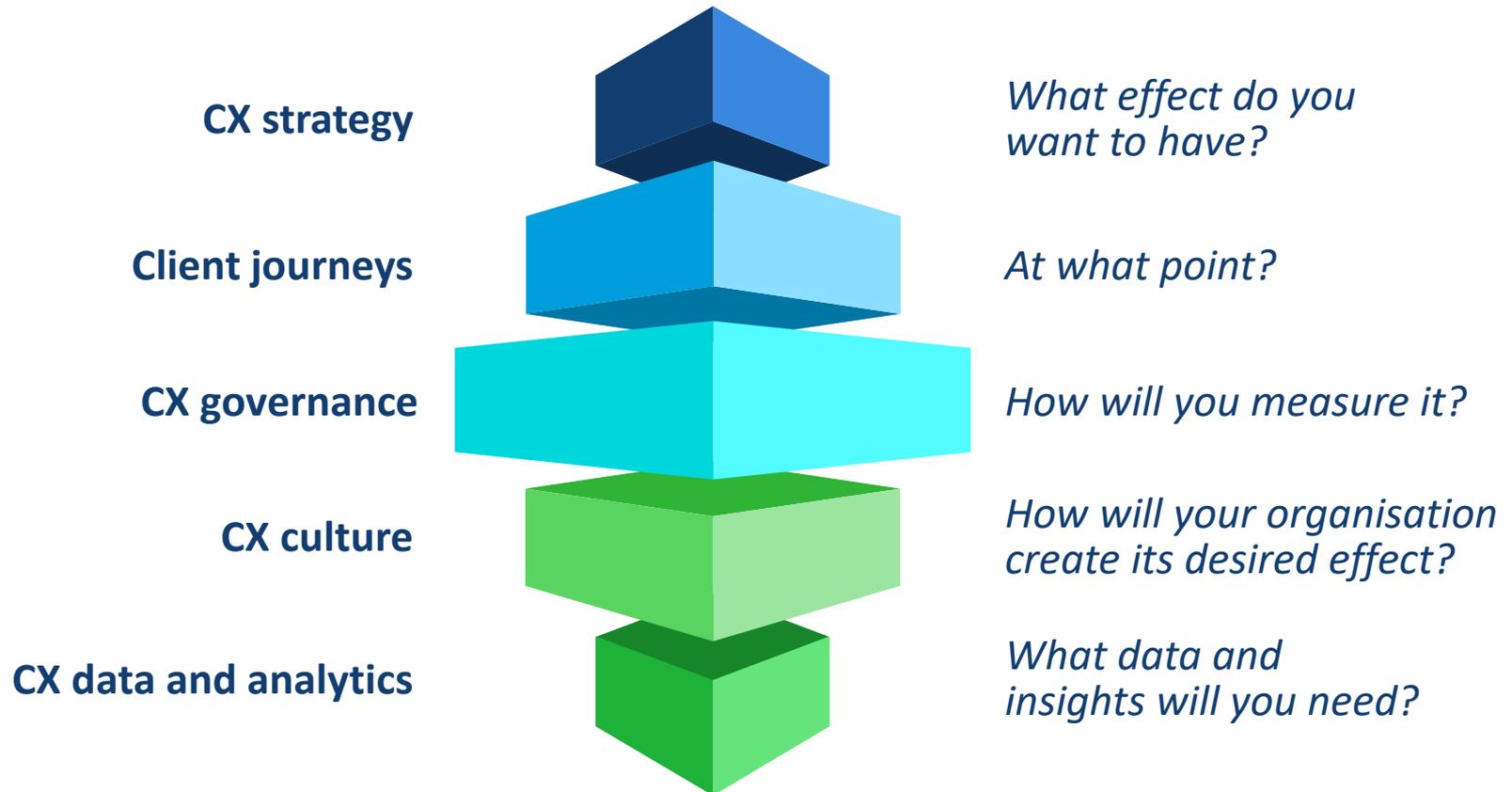


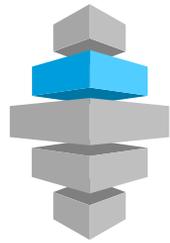
Explore ways to assemble them into new solutions for your organisation, and to evaluate their quality



Explanations of theories brought to life with examples of how you can use them to add strategic value

# The Building Blocks of CX<sup>©</sup>





# Client journeys: course overview

Objective – to know how to design, implement and manage an end-to-end client journey that is relevant, explainable, and memorable



Purpose-built for asset managers: examples in each lesson and the main case study are all specific to the asset management industry

# Client journeys: learning objectives<sup>1</sup>



Objective – to know how to design, implement and manage an end-to-end client journey that is relevant, explainable, and memorable



## 1. Analyse

- Differentiate the components of a client journey
- Examine the rationale for mapping a client journey
- Employ success criteria to analyse a client journey
- Inspect and analyse a client journey
- Employ success criteria to evaluate a client journey

## 2. Synthese

- Direct business process design by your desired strategic effect
- Assemble the components of a client journey into a viable design
- Combine multi-functional practices into a single design process: marketing, business process design, operational efficiency, and psychology
- Break down and organise the design process
- Devise a fit-for-purpose client journey
- Organise deliverables into a plan
- Construct a CX governance capability
- Devise CX metrics

## 3. Evaluate

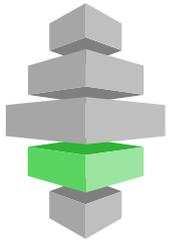
- Propose and justify a client journey initiative
- Propose and justify benefits of implementation
- Estimate and allocate measures of success
- Determine communication requirements
- Evaluate client feedback
- Interpret relative performance compared to peers
- Appraise a real-life industry example

# Client journeys: course structure

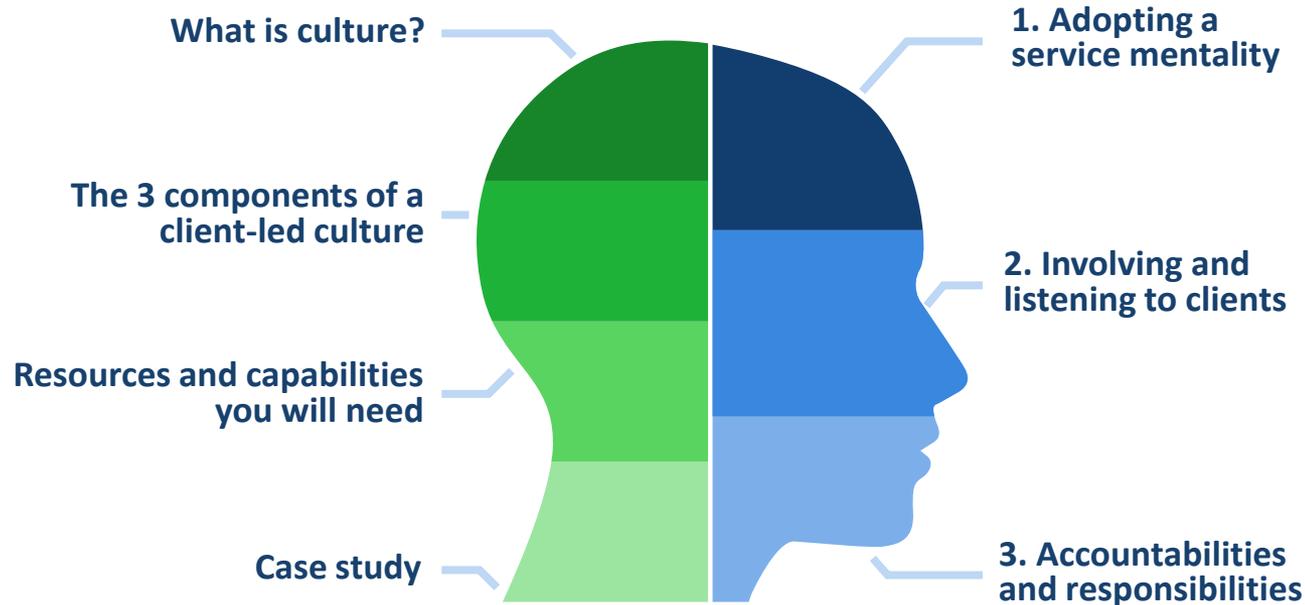


Lesson	Learning objectives	Topics
1. What is a client journey?	<ul style="list-style-type: none"> <li>Direct business process design by your desired strategic effect</li> <li>Differentiate the components of a client journey</li> <li>Assemble the components of a client journey into a viable design</li> </ul>	<ul style="list-style-type: none"> <li>What effect do you want to create, and why?</li> <li>Stages of the asset management client journey</li> <li>Definition of a touchpoints</li> <li>Baseline - moments of truth, and hygiene factors</li> <li>Permissible customisations</li> <li>Unexpected delights</li> </ul>
2. Why you should map your client journey(s)	<ul style="list-style-type: none"> <li>Examine the rationale for mapping a client journey</li> <li>Propose and justify a client journey initiative</li> </ul>	<ul style="list-style-type: none"> <li>Costs - resources and capabilities needed</li> <li>Benefits to gross and net profits</li> </ul>
3. Characteristics of a superior client journey	<ul style="list-style-type: none"> <li>Inspect and analyse a client journey</li> <li>Employ success criteria to evaluate a client journey</li> </ul>	<ul style="list-style-type: none"> <li>Client journey success criteria and justification</li> <li>How to evaluate a client journey</li> </ul>
4. Designing a client journey	<ul style="list-style-type: none"> <li>Combine multi-functional practices into a single design process: marketing, business process design, operational efficiency, and psychology</li> <li>Break down and organise the design process</li> <li>Devise a fit-for-purpose client journey</li> </ul>	<ul style="list-style-type: none"> <li>Market segmentation based on their needs, common interests, and behavioural criteria</li> <li>Persona development</li> <li>Client journey visualisation</li> <li>Pain points, inefficiencies, and UX issues</li> <li>Touchpoint definition and the importance of being extraordinary</li> <li>Client tiering and service level prioritisation</li> <li>Connecting touchpoints into a coherent and explainable experience</li> </ul>
5. Implementation	<ul style="list-style-type: none"> <li>Propose and justify benefits of implementation</li> <li>Estimate and allocate measures of success</li> <li>Analyse gaps between status quo and future design</li> <li>Organise deliverables into a plan</li> <li>Determine communication requirements</li> </ul>	<ul style="list-style-type: none"> <li>Setting objectives</li> <li>Defining measures of success &amp; accountability</li> <li>Analysing gaps</li> <li>Defining deliverables to bridge gaps</li> <li>Prioritisation and scheduling</li> <li>Internal and external training and communications</li> <li>Change management</li> </ul>
6. Ongoing monitoring	<ul style="list-style-type: none"> <li>Construct a CX governance capability</li> <li>Devising CX metrics</li> <li>Evaluate client feedback</li> <li>Interpret relative performance compared to peers</li> </ul>	<ul style="list-style-type: none"> <li>Establishing effective CX governance</li> <li>Comparing cause (KPIs) and effect (KXIs) to make sense of your CX</li> <li>Responding to the voice of the client</li> <li>Industry touchpoint benchmarking</li> </ul>
7. Case study	<ul style="list-style-type: none"> <li>Appraise a real-life industry example</li> </ul>	

# CX Culture: course overview

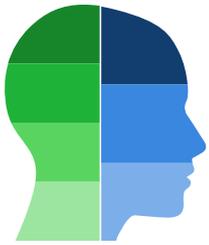


**Objective – to instil a client-led culture that recognises the primacy of listening to clients, serving their changing needs, and incentivising accordingly**



**Purpose-built for asset managers: examples in each lesson and the main case study are all specific to the asset management industry**

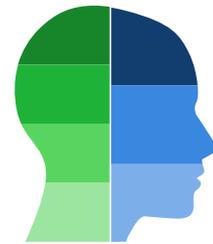
# CX Culture: learning objectives<sup>1</sup>



**Objective – to instil a client-led culture that recognises the primacy of listening to clients, serving their changing needs, and incentivising accordingly**



# CX Culture: course structure



## Lesson

## Learning objectives

## Topics

### 1. What is culture?

- Distinguish the aspects of a culture
- Assess the effect culture has on organisations

- The way we do things around here
- The different aspects of culture
- The impact of culture on business

### 2. The 3 components of a client-led culture

- Compare different approaches to primacy in the investment industry
- Evaluate the advantages and disadvantages of different investment cultures
- Assess your own company's CX culture

- Common types of culture in asset management
- Their strengths and weaknesses
- Are you client-led? Understand what culture is prevalent in your firm

### 3. Adopting a service mentality

- Formulate a clear cultural vision that will create your desired effect on clients
- Justify the importance of aligning your team, department or organisation behind clients' needs

- Your products aren't products – they're investment services
- Wanting what THEY want

### 4. Involving and listening to clients

- Create opportunities to involve clients
- Construct a holistic model of listening to the voice of your clients

- Showing them what you value
- Giving your clients a voice, exchanging ideas with them, and setting realistic expectations

### 5. Accountabilities and responsibilities

- Assemble top-management commitment
- Organise individual responsibilities
- Devise ways to encourage collective responsibilities

- Dear boss, you can't delegate culture
- Things everyone should do
- Demolish artificial boundaries

### 6. Resources and capabilities you will need

- Design processes that weave client-led behaviours into business-as-usual
- Value the results of leading by example
- Select training opportunities for any cultural gaps

- Appreciation
- Role modelling starts with you
- Make more of those hard skills with soft skills

### 7. Case study

- Appraise a real-life industry example