

# Voice of the client: research into how investment firms use client feedback data



In Q2 2020, Accomplish ran a project for peer-group members of the CX Forum to understand how they listen and respond to the 'voice of their clients' (VOC).

July 2020



**We did this to understand how firms perform this vital function, that is, what is working well and less well, and whether anything may be missing from common practices.**

**At Accomplish, we see VOC as being vital because, even though clients' needs evolve, your continued alignment with what they want will drive their ongoing impression of your value, so firms need to detect changes and flex accordingly.**

**In a survival-of-the-fittest market, this is about remaining relevant.**

# Asset management CX benchmarking

## Exploit CX

or don't be surprised

Bargaining power has shifted to clients ...  
CX has become **THE differentiator**

### Unreliable differentiators

- Product performance ✗ *Market over-supply*
- Pricing ✗ *Price-taking*
- Brand ✗ *External events*



Headwinds

### Reliable differentiators



Tailwinds

Client experience (CX)

- ✓ *Controllable*
- ✓ *Commercial*
- ✓ *Incremental*

What can you do about it?

## Measure it



CX Maturity Benchmark

### Evaluate

your internal CX capability

### Compare

Measure, compare, and predict your clients' experience



CX Touchpoint Benchmark



CX Forum

### Engage

with the industry CX community



**We are here**



## CX is here to stay

Your clients are consumers in the B2C economy.

This is driving demand for CX from your B2B asset management firm.

Our focus on benchmarking means we have **no conflict of interest** when we work with clients

We are proud to share our hopes and dreams with our local community

**GenieShares**

**Accomplish**

Purpose-built through research



Command of the latest data



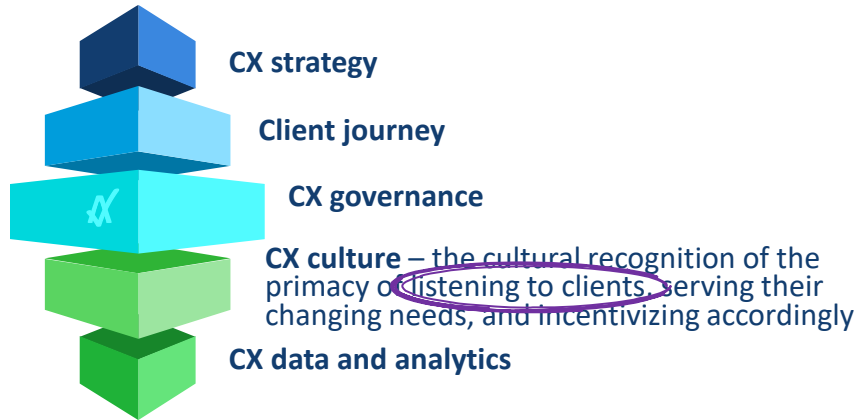
Relevant. Brief. Gone.



# Project summary



‘Voice of the client’ is at the heart of CX



## Research contributors



## Research methodology

- Peer-to-peer interviews governed by the CX Forum’s terms of anonymity and mutual non-disclosure.
- Third-party facilitation provided structure, balance, and protection.
- Unanimous positive feedback.

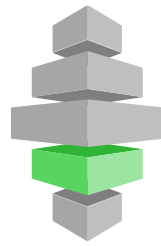
## Key findings across the sample

- A patchwork of strengths and weaknesses.
- Waste from under-utilization of client feedback data.
- At the firm-level, we propose a model to give purpose, coherence and value to firms’ VOC activities.
- Firm-level ‘voice of the client’ solutions are essential but cannot solve the whole problem, because what humans do can contradict what they say and you need to know how you compare.

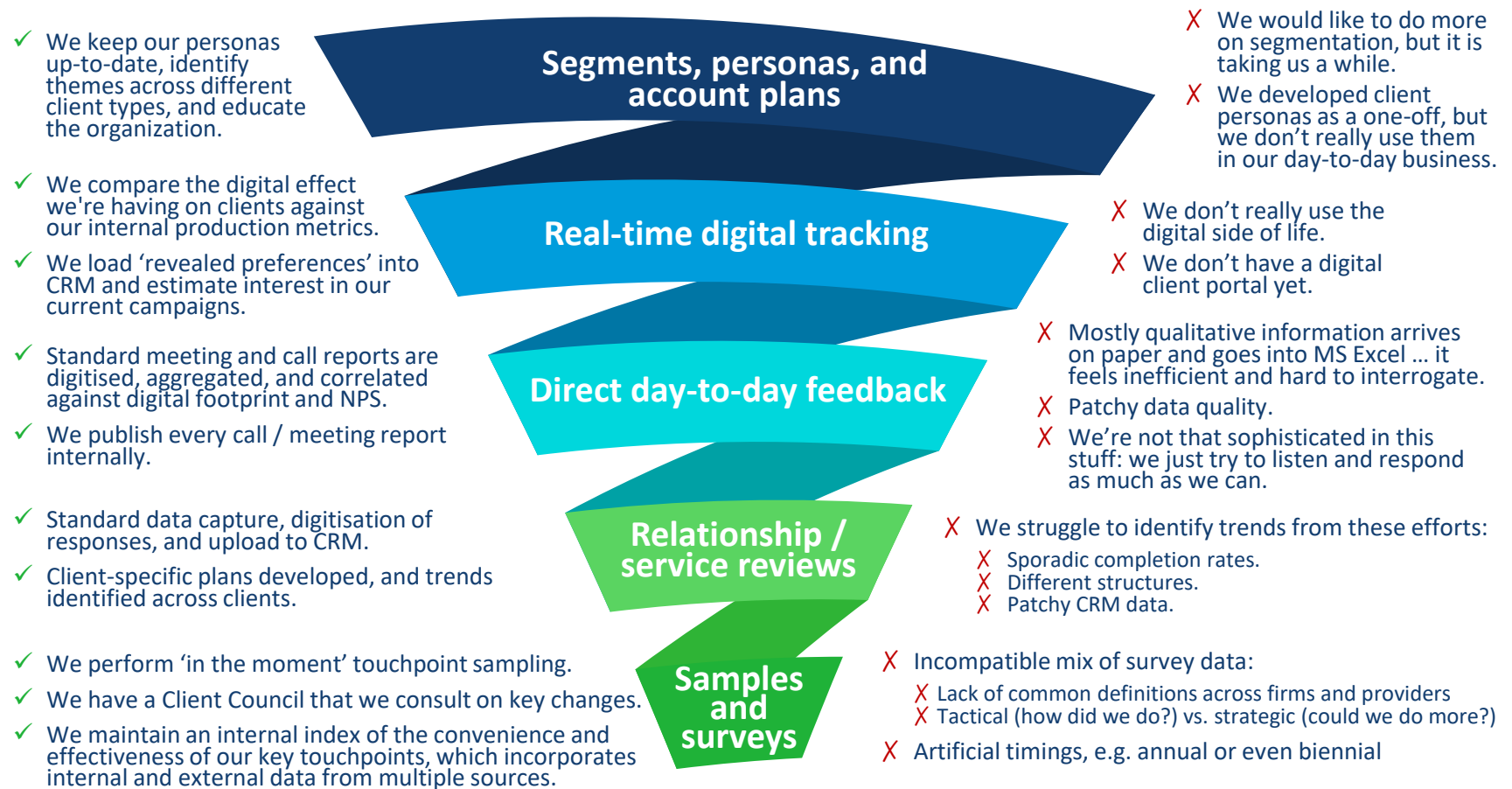
## Next step: working group of CX Forum members

- Design the features of a minimum viable product (MVP) for an industry client experience benchmark
- Plan the steps and costs for developing and testing the MVP

# Key finding: A patchwork of strengths and weaknesses



No firm will recognize all the strengths.  
They are a composite of multiple participants.



# Key finding: Waste from under-utilization of client feedback data

## What do you do with client feedback data?



- ✓ We have a business management function that organises and analyses data, identifies issues and trends, and coordinates responses.
- ✓ Our Client Committee reviews regular reports and sets the agenda for the following period. We do this to better understand what our clients want, so we can keep ourselves aligned.
- ✗ Last year, we spent Xm on disparate external feedback data and we do very little with it.
- ✗ We get paralyzed by different structures of client feedback data from different sources and via different media.
- ✗ We struggle to secure value from client feedback data. For example, we don't use it in any planning or strategies.
- ✗ A team may be unaware of data about a process it owns, even though the company has received it.

Some firms are securing value. Others appear to be wasting money.

# Client behavior is the reliable indicator

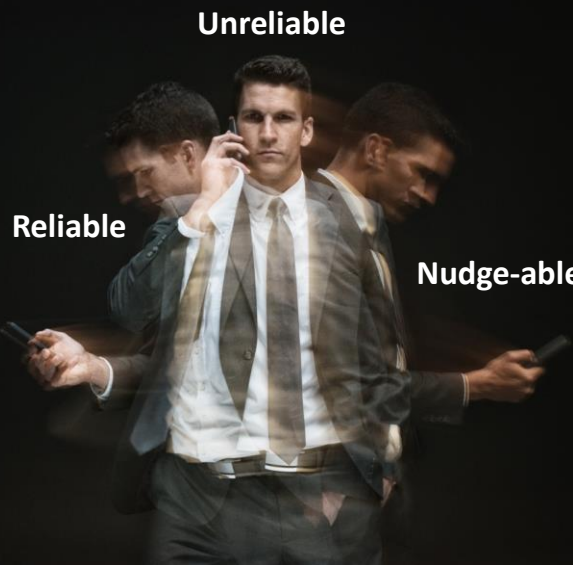
---

*"This way of thinking is transforming our business."*  
A global head of post-sale service.

## Humans are tricky creatures, and you cannot rely on what they say

### What clients say (feedback) will contain gaps and inaccuracies <sup>1,2,3,4</sup>

- X Humans forget less recent events.
- X We avoid difficult conversations.
- X We say one thing but do another.
- X Inconsistent qualitative data.
- X Infrequency and low-resolution create lag times that diminish its effectiveness.
- X They are inundated with these requests, leading to low response rates, and risking an 'eye roll'.
- X Statistical validity – at sub-sample level, the colorful words of a few may not be representative of all.



### What clients do (behavior) will keep you focused on what matters most

- ✓ Nothing matters more to you than whether clients buy, stay, and buy more. These are actions, not words.
- ✓ Behavior is universal and definable, leading to a complete and comparable picture.
- ✓ Behavioral data is available in high-resolution in your own systems, without disrupting clients.
- ✓ Measurable over any timeframe.
- ✓ Unaffected by innate conflict-aversion and memory biases.
- ✓ Dollarizable, and 'nudge-able'.
- ✓ The perfect raw material for meaningful, commercial, and professional targets.

## Actions speak louder than words

1. FeldmanHall, et al, 2012. What we say and what we do.  
2. Tversky and Kahneman, 1974. Judgment under uncertainty.  
3. Shafir, Simonson, and Tversky, 1993. Reason-based choice.  
4. Cooper, Heron, and Heward, 2020. Applied behavior analysis.

# Industry-level solution: Design a behavioral benchmark



**We have established an industry working group to design a benchmark that will measure, compare, and predict CX**

## Temporary working group of CX Forum members established to:

- Check feasibility by aligning on the scope and key design features
- Define a minimum viable product (MVP) and roll-out approach
- Plan the steps and costs for
  - Developing and testing the MVP
  - Further roll-out

## Key features

- Observable, measurable, and universal client behaviours
- Leading indicators signal emerging trends
- Moments that matter across the client journey
- Best practice CX metrics
- Measure, compare, and predict your clients' experience

## We have the ingredients

- An asset management CX community with a thirst for data
- Common language and definition of CX
- Clear indications of what works well and less well

## Industry-level problem

- As CX has become THE differentiator, 68% of asset managers expect to increase the strategic importance they place on it.
- In a survival-of-the-fittest market, remaining aligned with your clients' evolving needs is about remaining relevant.
- Firm-level 'voice of the client' solutions are essential but cannot solve the whole problem, because what humans do can contradict what they say and you need to know how you compare.



**Accomplish**

Purpose-built through research



Command of the latest data



Relevant. Brief. Gone.



# A forum like no other

## The industry's CX community



*"Very valuable for understanding the industry direction."* Head of Client Services



### The Asset Management CX Forum

- As an industry, **asset management was a late adopter** of CX so the ways firms can exploit it have been under-researched and this has led to misunderstandings.
- The Asset Management CX Forum is fixing this problem by providing the **industry-level R&D function** needed to help asset managers catch up with other industries on CX. This results in better experiences for investment clients.
- Who will you mix with at the CX Forum? At the latest count in March 2021, member firms comprised **8% of the top 400** asset managers in the world.
- They represent the **innovators and early adopters of CX**. Many are 'blue chip' global firms.

 The CX Forum is **Accomplish's gift** to the industry



### Examples of CX Forum R&D

- **Both of the industry's CX benchmarks came from CX Forum working groups:**
  - Evaluate your internal CX capability
  - Compare your external 'effect' on your clients' behaviour
- **Impact of COVID-19 on CX in the industry**
  - How did investment clients' needs change?
  - How did asset managers respond?
  - What does this mean for CX's direction of travel?
- **Digital CX for B2B clients** – what digital services were firms giving to B2B clients and what were their plans for the future? What effect do these services have on CX, and how were firms tracking engagement?

**Not a talking shop**

 **Accomplish**

Purpose-built through research



Command of the latest data



Relevant. Brief. Gone.





# Accomplish leadership team



**Adam Grainger**

Founder and MD

A 20-year veteran of the investment industry.  
Client experience.  
Behavioural analytics.  
Data science.

+44 7889 178019  
adam.grainger@accomplish.world



**Sean Brady**

Chief Operating Officer

25 years' experience of strategy and implementation, as a senior officer in the UK commandos.

+44 7711 006847  
sean.brady@accomplish.world



**Nana Banton**

Non-executive

Over 15 years' experience helping leading organisations challenge the status quo and deliver strategic change. Also serves on several other Boards across industries.

+44 207 100 1680  
nana.banton@accomplish.world

