

# Crafting a Best-in-Class Client Journey: A Comprehensive Guide for Asset Managers

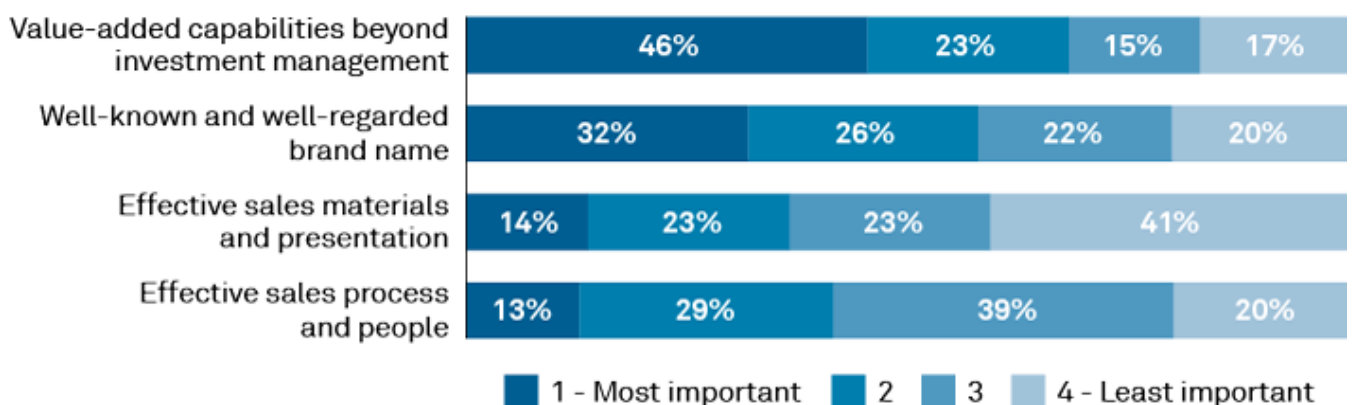
November 28, 2023

In the asset management landscape, creating a superior client journey is paramount for institutional clients. Coalition Greenwich client experience research in 2023 aims to help asset managers define best practices and avoid pitfalls by examining institutional investors' needs and preferences in each stage of the client journey, from sales and onboarding to client servicing and relationship reviews. This blog captures select highlights from the Coalition Greenwich Voice of Client – 2023 Enhancing the Client Experience Study (North America), offering a glimpse into the broader spectrum of findings on investor preferences and a best-in-class client journey.

## Sales: Demonstrating Value Beyond Investments

Investors resonate with managers who offer value beyond the scope of traditional investment management. Larger institutions in particular emphasize value-added capabilities, while smaller plans place higher significance on brand recognition. Crafting a compelling narrative around these differentiators becomes crucial in establishing a connection with institutional clients.

## Importance of Sales Attributes



Note: Totals may not equal 100 due to rounding. Based on 118 respondents in North America.  
Source: Coalition Greenwich Voice of Client – 2023 Enhancing the Client Experience Study (North America)

## Onboarding: Navigating Contract Negotiations and Asset Transition

Delays in the onboarding process often stem from intricate contract negotiations and the complexities of asset transition. Investors consistently highlight the need for improvement through standardization and digitization. Streamlining these aspects not only expedites onboarding but also cultivates an environment of transparency and efficiency.

## Servicing: Foundations of a Robust Client Experience

A best-in-class client experience in servicing hinges on a profound understanding of investor goals, coupled with high-quality and timely reporting. Timeliness is a consistent factor across servicing needs: About two-thirds of investors want standard questions or routine issues addressed within 48 hours, while 26% of U.S. investors expect a same-day response. Proactive outreach, deep client knowledge and an agile response to client needs are the principal components that elevate the servicing phase, fostering a partner-like relationship built on trust and collaboration.

## Reporting: Unveiling Insights through Preferred Channels

Seventy-three percent of North American investors prefer email as the primary digital means to access reporting, favoring its direct and personalized nature over portals. Performance attribution emerges as the most crucial reporting element for investors, providing them with a comprehensive understanding of their investment's success. Following closely are insights into portfolio positioning, adding depth to the reporting framework.

## Conclusion

Mastering the intricacies of the sales process, optimizing onboarding procedures, delivering exemplary service, and tailoring insightful reports are the pillars upon which asset managers can build a client journey that not only meets but exceeds the expectations of institutional investors. By aligning with investor preferences and integrating innovative solutions, asset managers can forge enduring partnerships in an ever-evolving financial landscape.

*Sophie Emler and Elizabeth McIvor are the authors of this publication.*

---

[www.greenwich.com](http://www.greenwich.com) | [ContactUs@greenwich.com](mailto:ContactUs@greenwich.com)

Coalition Greenwich, a division of CRISIL, an S&P Global Company, is a leading global provider of strategic benchmarking, analytics and insights to the financial services industry.

We specialize in providing unique, high-value and actionable information to help our clients improve their business performance.

Our suite of analytics and insights encompass all key performance metrics and drivers: market share, revenue performance, client relationship share and quality, operational excellence, return on equity, behavioral drivers, and industry evolution.

### About CRISIL

CRISIL is a leading, agile and innovative global analytics company driven by its mission of making markets function better. It is majority owned by S&P Global Inc., a leading provider of transparent and independent ratings, benchmarks, analytics, and data to the capital and commodity markets worldwide.

CRISIL is India's foremost provider of ratings, data, research, analytics, and solutions with a strong record of growth, culture of innovation, and global footprint.

It has delivered independent opinions, actionable insights and efficient solutions to over 100,000 customers through businesses that operate from India, the U.S., the U.K., Argentina, Poland, China, Hong Kong, and Singapore.

For more information, visit [www.crisil.com](http://www.crisil.com)

## Disclaimer and Copyright

This Document is prepared by Crisil Coalition Greenwich, which is a part of Crisil Ltd, a company of S&P Global. All rights reserved. This Document may contain analysis of commercial data relating to revenues, productivity and headcount of financial services organisations (together with any other commercial information set out in the Document). The Document may also include statements, estimates and projections with respect to the anticipated future performance of certain companies and as to the market for those companies' products and services.

The Document does not constitute (or purport to constitute) an accurate or complete representation of past or future activities of the businesses or companies considered in it but rather is designed to only highlight the trends. This Document is not (and does not purport to be) a comprehensive Document on the financial state of any business or company. The Document represents the views of Crisil Coalition Greenwich as on the date of the Document and Crisil Coalition Greenwich has no obligation to update or change it in the light of new or additional information or changed circumstances after submission of the Document.

This Document is not (and does not purport to be) a credit assessment or investment advice and should not form basis of any lending, investment or credit decision. This Document does not constitute nor form part of an offer or invitation to subscribe for, underwrite or purchase securities in any company. Nor should this Document, or any part of it, form the basis to be relied upon in any way in connection with any contract relating to any securities. The Document is not an investment analysis or research and is not subject to regulatory or legal obligations on the production of, or content of, investment analysis or research.

The data contained in the Document is based upon a particular bank's scope, which reflects a bank's data submission, business structure, and sales revenue Reporting methodology. As a result, any data contained in the Document may not be directly comparable to data presented to another bank. For franchise benchmarking, Crisil Coalition Greenwich has implemented equal ranking logic on aggregate results i.e., when sales revenues are within 5% of at least one competitor ahead, a tie is shown and designated by = (where actual ranks are shown). Entity level data has no equal ranking logic implemented and therefore, on occasion, the differences between rank bands can be very close mathematically.

The data in this Document may reflect the views reported to Crisil Coalition Greenwich by the research participants. Interviewees may be asked about their use of and demand for financial products and services and about investment practices in relevant financial markets. Crisil Coalition Greenwich compiles the data received, conducts statistical analysis and reviews for presentation purposes to produce the final results.

THE DOCUMENT IS COMPILED FROM SOURCES CRISIL COALITION GREENWICH BELIEVES TO BE RELIABLE. CRISIL COALITION GREENWICH DISCLAIMS ALL REPRESENTATIONS OR WARRANTIES, EXPRESSED OR IMPLIED,

WITH RESPECT TO THIS DOCUMENT, INCLUDING AS TO THE VALIDITY, ACCURACY, REASONABLENESS OR COMPLETENESS OF THE INFORMATION, STATEMENTS, ASSESSMENTS, ESTIMATES AND PROJECTIONS, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE ARISING OUT OF THE USE OF ALL OR ANY OF THIS DOCUMENT. CRISIL COALITION GREENWICH ACCEPTS NO LIABILITY WHATSOEVER FOR ANY DIRECT, INDIRECT OR CONSEQUENTIAL LOSS OR DAMAGE OF ANY KIND ARISING OUT OF THE USE OF ALL OR ANY OF THIS DOCUMENT.

Crisil Coalition Greenwich is a part of Crisil Ltd., an S&P Global company. ©2025 Crisil Ltd. All rights reserved.