

MONDAY, April 24th

10:00 am – 11:30 am **Member Only Forum Discussion**

CRM Forum Ignites Research Benchmark Survey and Industry Review

Loren Fox - Ignites Research

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CRM Forum is collaborating with Ignites Research on this survey addressing:

“The Institutional Asset Management Business”

The Panelists will present the findings of the survey and identify key highlights:

Sample Topics to be addressed will include:

Which business lines fall under your firm's "Institutional" Division?

Approximately how much data is accessible through your organization’s institutional asset management CRM system?

In terms of your total use of data for Institutional Sales and Marketing purposes, approximately how much of the data that you use is sourced from third-party vendors versus internally generated data?

Are you currently able to effectively use your CRM/ data analytics team to generate sales leads and potential opportunities for your institutional sales team?

Pct. of Asset Managers Using CRM System(s) for:		
Distribution Function	Institutional	Retail
Tracking activities and notes	97%	92%
Client segmentation	84%	82%
Identifying best opportunities	66%	71%
Targeting of marketing materials	66%	74%
Enhancing client service	66%	58%
Creating real-time reports/dashboards	63%	71%
Performing win-loss analysis	53%	29%
Bolstering the RFP process	50%	29%
Monitoring performance	32%	34%
Managing sales compensation	32%	42%

Source: Ignites Research / CRM Forum



Top Strategic Obstacles That Hamper More Fully Leveraging Data For Institutional Distribution			
Challenge	% of Firms Citing		
	All	Firms >\$20B	Firms <\$20B
No clear strategy for what data analytics is supposed to do for Institutional side	62%	73%	59%
Budget constraints prevent firm from fully implementing data strategy	61%	63%	53%
Loss of salespeople's trust when data aren't comprehensive or accurate	52%	58%	46%
Salespeople are resistant to greater adoption of data analytics	49%	48%	51%
Poorly defined policies on who owns various data responsibilities	47%	54%	41%
Unclear how to demonstrate that data analytics delivers value to justify cost	41%	42%	41%
Limitations in the quantity or experience/skills of data personnel	35%	34%	36%

Source: Ignites Research / CRM Forum

Ignites Research is an additional service to Ignites news that produces original research aimed at helping asset managers build and strengthen their relationships with retail financial advisors.

In February and March 2017, we conducted a survey with CRM Forum. We surveyed 38 institutional asset management organizations with a total of \$3.6 trillion in institutional assets. Of those organizations, 18 have \$20 billion or more in institutional assets (large and midsize firms), and 18 have fewer than \$20 billion in institutional assets (small firms).

The goal of *this* survey was to examine more broadly data and data analytics in the Institutional asset management space. It follows similar surveys done with CRM Forum on the retail side as well as a survey on institutional CRM usage done in 2014.

Monday, April 24th

12:00 pm – 1:00 pm **Member & Partner Networking Lunch**
Hyatt Regency SUNGARDEN Room



Monday, April 24th

2:00 pm - 4:00 pm

Member Only Roundtable Exchange

Hyatt Regency Conference Rooms 1 & 2 & 3

CRM Structure

How do firms establish a "Funding Road Map".

Strategic Insight purchasing Market Metrics and Brightscope.

Pros/Cons for us as their clients? How is DST WalletShare being considered?

How do other firms handle SMA data, specifically model submissions. Since the asset manager does not custody the assets, how are others tracking them from a data and reporting standpoint?

What are the pros and cons of Enterprise CRM solutions (vs. divisional or department solutions).

How do they address:

Separate solutions, shared information needs (integration, data replication, data warehouse?)

Enterprise solutions, data ownership and definition, changes, and differences in business process?

What are the key benefits of each?

How are member firms obtaining a 360 view of both retail fund and institutional separate account business? Do they manually tie in data? Are any firms tackling this within a single CRM solution?

How are other people leveraging 3rd party data in CRM? Any issue with information overload by displaying so much of this data to salesperson?

For firms that have recently migrated to a new CRM: what was the process like? What were the catalysts driving that decision? What framework was used to evaluate CRM options?

CRM Utilization & Sales Effectiveness

How Data Driven is your sales process

When launching a new CRM, what training efforts best lead to early adoption?

What are the best practices for monitoring CRM system use?

What metrics best defines full engagement of the CRM?

Are there any new metrics being captured by member firms to define staff success: percentage of sales increase period-to-period, productivity, lead generation, retention, etc.

Are all focused calling campaigns driven by National Accounts or sales management?

Are sales teams afforded the opportunity to create their own calling initiatives?

How are other firms' CRM/BI/analytics teams structured?

What is the ratio of FTE for reporting vs data management vs analytics vs sales enablement?

For firms that have nationally distributed sales forces that wholesale products (B2B selling scenario): what sorts of digital tools are they using in the field that have been helpful? How do they leverage tablets and/or smartphones?



MONDAY, April 24th

5:00 pm – 7:00 pm **Member & Partner Networking Reception**
Hyatt Regency SUNGARDEN Room

7:00 pm – 9:00 pm **Member & Partner Networking Dinner**
The Montgomery Inn Boathouse
925 Riverside Drive, Cincinnati OH

TUESDAY, April 25th

7:30 am – 8:30 am **Member & Partner Networking Breakfast**
Hyatt Regency SUNGARDEN Room

8:30 am - 10:00 am **Member & Partner Discussion by Industry Experts**
Hyatt Regency Hotel

Topic: **“Leveraging Internal Wholesaler Resources”**
Mike Jones, Director - Internal Sales Desk
Touchstone Investments

Touchstone is driving results and gaining adoption through better use of data. Mike Jones will relay how a team of four individuals from Product/Research/Sales Desk/Internal Consultant implemented better utilization of data by putting it directly in the hands of the internal wholesalers. The training and process they developed was extremely effective and allowed for the usage of existing headcount versus the build out of a “data analytics team”. He will outline how the process has been able to be sustained, how people are held accountable, and how the usage of the data has now evolved to a retail “pipeline” similar to what you might see from an Institutional Sales team, which is fully integrated in the CRM.



TUESDAY, April 25th

10:00 am - 12:00 pm **Member Only Roundtable Exchange**
Hyatt Regency Conference Rooms 1 & 2 & 3

Mobile Solutions and Monitoring

How are people tackling mobility? Are they accessing CRM via a browser on their ipad/iphone?
Do they use a single app to access CRM? Anyone developing custom CRM apps?
How are firms dealing with lack of cellular data in office buildings rendering access to mobile CRM ineffective?
Where are Global CRM Users on their Priorities for Mobile Implementation strategy
Who is investing in custom mobile solutions for their Field Sales people?
What are they finding to be the most valuable solutions / implementations / methods?
Where there any surprises?
As an enterprise, are you an iOS or Android or 'Other' shop? Are mobile devices company provided or is it BYOD? Are you still deploying PC or MAC laptops (if at all)?

CRM Technology

How are firms analyzing the overall impact of CRM & or CRM Spend
What machine learning capabilities are used in your CRM?
If none, do you see any opportunities to use any?
Leveraging a new CRM: When is it recommended to pursue enhanced BI vs. out-of-the box reporting.
What are some best practices for using Pardot or other marketing automation tools?
Who has built a homegrown CRM and still uses it? What technology is it built on (HTML, Java, SQL, etc.)?
Who has abandoned theirs? Why?
Is anyone using any devices or services that passively collect activity data rather than having the wholesalers put it themselves?

CRM Governance & Advisor Training

How to get business champions?
CRM Governance: What are best practices for membership, project prioritization, setting a road map.
Do you track, monitor, store or filter text for Compliance?
What systems or software is on use to facilitate monitoring?
Describe the caveats or guidelines given to staff regarding texting clients?
Do you limit the use of 3rd party communication apps such as SnapChat, WhatsApp or similar texting services?
Advisor Targeting: Are target lists presented to the wholesalers outside of the CRM.
How many firms are using 3rd party apps.



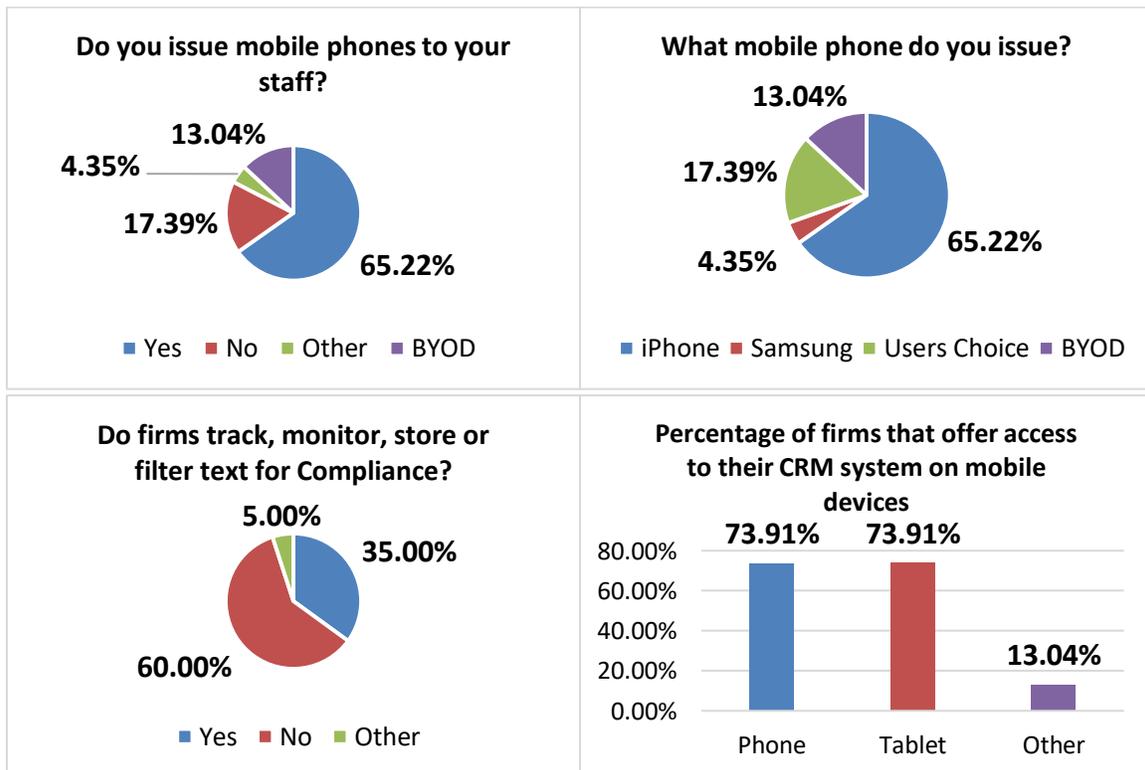
TUESDAY, April 25th

10:00 am - 12:00 pm **Member Only Roundtable Exchange**
 Hyatt Regency Conference Rooms 1 & 2 & 3

Summary Notes from a recent Member Requested Informational Exchange on Mobility

CRM Forum Member Firms have instituted a wide variety of mobile phone policies and technological tools to try and meet compliance standards.

65% of Member firms issue mobile devices to their employees and 13% institute a BYOD policy. More than 3/5 of Member Firms that issue mobile devices have chosen to distribute iPhones. Nearly 3/4 of Member firms surveyed have made their CRM systems accessible via mobile devices. Many firms are still grappling with adhering to compliance standards on text messaging and intra-office text messaging, let alone external communication, which has been by and large not allowed. 65% of polled firms do not allow staff to text advisors and 56% of firms attempt to limit the use of third party applications that would facilitate text-like communication.



TUESDAY, April 25th

12:00 pm - 1:00 pm **Member & Partner Luncheon**
Hyatt Regency SUNGARDEN Room

TUESDAY, April 25th

1:00 pm - 3:00 pm

Member & Partner Roundtable Exchange Panel Discussion:

**The Panelists will discuss if and how the “Institutionalization”
of the Retail Asset Management Business is occurring.**

Moderator: Devin Davis – Macquarie
Barbara Wenig – Neuberger Berman / Laurie Riebel – Diamond Hill
Jeff Mehi – PIMCO / Phillip Brooks – AB Global

Sample Topics to be addressed:

In 2017, Advisors will be looking to utilize more Model Driven Investment Approaches,
Organized & Outsourced Due Diligence Reviews for Managers & Automated Rebalancing Tools.

Further to the above, larger RIA's are developing proprietary Institutional Consulting and
Investment Offerings.

In addition, we see the traditional Consultant driven market coming downstream in the
Retirement Plan (DB&DC) and Foundation & Endowment Space.

How are Asset Managers reorganizing business lines and crossing over support / systems and
applications to service the changes in the above Advisor & Consultant driven lines of business.

3:00 pm – 4:00 pm **Member & Partner Networking and Business Card Exchange**
Hyatt Regency SUNGARDEN Room

