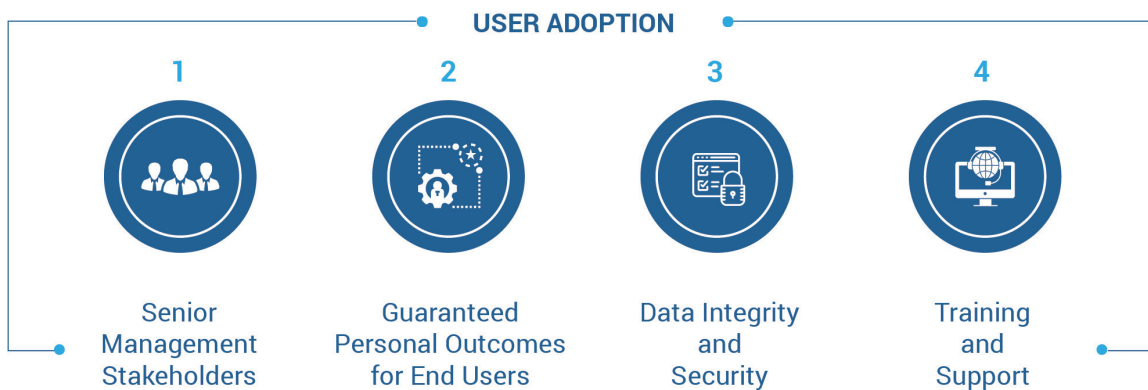


How to realize ROI from your CRM

Firms invest time and money in technology solutions because they expect to realize a significant return on the investment. Rolling out a solution itself across an enterprise is just the beginning of a successful implementation. To achieve real ROI, end users need to adopt and engage with the system as part of their daily workflow.

What drives CRM specific user adoption? Following extensive conversations with our clients and the feedback of their end-users, we've identified four key pillars:



1. Senior Management Stakeholders

They say that “if it’s not in the CRM, it didn’t happen” and if there’s one thing that all firms with successful CRM adoption have in common, it’s undoubtedly that their senior management teams are universally invested in their people’s engagement with the platform.

When senior managers engage on a daily basis with their firm’s CRM tool to learn how the business is interacting with its client base, and what types of insights they can infer on how to grow their bottom line, the effect is contagious, as teams across the organization become energized to share the information they gain from and about their clients via the CRM.

To encourage user adoption, senior management has carrots and sticks at their disposal. While a stick, such as fear, can be an effective motivator in the short-term, in the long run, it often has a

negative impact on company culture (for reference, a case study from The Wharton School of the University of Pennsylvania: <https://knowledge.wharton.upenn.edu/article/fear-motivate-workers-make-things-worse/>).

Clients with high user adoption rates and who demonstrate the best CRM practices are those who foster a culture of information sharing and goals circling around increased revenue opportunities.

Tier1 has seen that firms that celebrate client wins as a result of the firm’s solid commitment to collaboration, enable it to derive maximum value from each client or prospect interaction. Increased cross desk opportunities have led to increased revenue and positive business outcomes.

2. Guaranteed Personal Outcomes

Management teams have taken a variety of approaches to incentivize their teams to use CRM. Some socialize numbers of client interactions by employee to promote competition, others have tied portions of compensation to CRM engagement.

However, the most effective tool to incentivize employees to use their CRM on a daily basis is providing the answer to the following question:

How is this tool going to make me better at my job?

By providing users with a CRM that guarantees personal outcomes in every role, the entire framework is changed. No longer is CRM adoption about “reducing friction” or “making it easier to enter information.” A CRM that can help users drive more business outcomes becomes something they will be eager and excited to engage with on a daily basis.

Tier1’s CRM platform helps inform users what their ‘next best actions’ should be in many different ways.

Watching your CRM work for you and come to life by providing you insights and intelligence on additional revenue opportunities or mitigating an at risk client, are some simple examples of personal outcomes that serve the individual as well as the desk.

The best ideas for new features, functionality, workflow improvements, and reporting are often generated by end users themselves. Users who are fully engaged with their CRM every day are often inspired to improve their CRM experience.

Creating a feedback loop within your organization to capture and action these ideas is an essential way to maximize the ROI from a CRM investment – and that starts with guaranteeing them personal outcomes from their CRM experience on Day 1.

3. Data Integrity & Security

Data integrity is critical to any CRM solution but especially so in capital markets, where a strong foundation of account hierarchies and contact information is pivotal.



Many buy-side accounts have multiple subsidiaries or geographical locations, which can make segmentation and reporting difficult to achieve in a thoughtful, organized way.

Contact data is equally challenging to maintain, given how frequently contacts move from buy-side account to account.

The firms that benefit most from the analytics and reporting driven by their CRM are the ones that have processes and procedures in place to maintain data integrity.

At Tier1, we see clients achieving success by leveraging in-house data integrity teams, vendors of data services to capital markets, and emphasizing the importance of following best practices to their end users — often in combination. Innovative fintech vendors understand this priority and partner with the best-in-class data services to pre-package solutions with market data, promising timely updates on accounts, contacts and ownership.

Adoption of CRM tools will continue to expand across the organization if users are confident that sensitive client information is protected and that only permissioned users have access to it. This requires a robust security engine that enables users to document information gleaned from client conversations, with the confidence it will be shared only with those authorized to receive it.

4. Training and Support

As with any tool, CRM is ineffective if not used properly, which means a system must be intuitive, and end users must not only receive adequate training, but feel supported on a daily basis.

In most cases end users will not get the opportunity to test drive new systems being rolled out to a full desk, which can leave users feeling disengaged and result in poor adoption rates.

A multifaceted approach to CRM implementation and training, on the other hand, can lay the foundation for higher adoption rates.

It is important to train the trainers, which requires an understanding of how the business's end users communicate with their clients, so they can demonstrate to users how

the CRM can enhance their workflows and result in personal gain.

But even in a world where business success is often inextricably linked to advances in technology, there is still a large emphasis on a capital markets specific CRM's build by industry players making the systems and tools intuitive for end users, driving user adoption.

Selecting a technology partner and not a simply a vendor is critical in maintaining your end users trust in the system.

Whether it's in capital markets, the banking industry or any other industry vertical, employing a successful plan to optimize your CRM adoption is crucial for ensuring efficiency across your organization and consistently delivering on client needs and resulting in increased revenues.

For more insights into how important a strong CRM platform and culture is to your organizational health, check out our [whitepaper](#), which examines the benefits and differences between capital markets and standard CRMs.

If you're interested in learning more about the topic above, or to discuss your capital markets, banking, or investment management technology needs, contact info@tier1fin.com.